

# The Performance Draft Book

your blueprint for success



**LEHIGH**  
UNIVERSITY

# This Is Your Draft Book



Historically, in many organizations, an employee's performance and career growth were driven by the employee's supervisor. But this is the 21st century and this is Lehigh University. For 150 years Lehigh has shaped the world. As a staff member, you play an important role, supporting students and faculty. We encourage our students to build positive relationships, develop, create, make decisions and take action for growth and professional success. Why should it be any different for staff members?

It's not. Your Lehigh career is directed by you. The path is yours to create, a blank page full of countless possibilities. You decide what kind of relationships you want, how you will express your values and what success will look like for you. This booklet is yours to record your thoughts, ideas, notes and observations.

This is your opportunity to enhance and grow your Lehigh career. You'll start with a review of the Principles of Our Equitable Community and Lehigh Values. Next you will find Lehigh's Core Success Factors. Although they were defined nearly ten years ago, they continue to be the foundation of work at Lehigh. The Draft Book will help you apply the Success Factors to your job, or more specifically, how you go about doing your job. The Draft Book also contains resources. Whether you aspire to another position at Lehigh or to perform your best in your current job, the Draft Book is intended to be used as your bLUeprint, your professional plan, to maximize your Lehigh career.

## How to Use This Book

Think of your Draft Book as your performance journal for a year. When you've completed a task, assignment or project, write a note about it in the Draft Book. Were you pleased? Was it a rewarding experience? Were you frustrated by it? Did you receive feedback from your supervisor? Do you want to talk to your supervisor about it? Whatever your response, make a note of it. And don't worry about on which page you write the note, just write it. It's a good idea to include the date with the note though.

The next time you meet with your supervisor, whether that's weekly, biweekly or quarterly – you may want to talk about the notes you've written. It's okay too if you choose to keep some notes private. The notes will serve as reminders for performance discussions. More importantly, your notes will show you the aspects of your job you believe you do well and those you like. This is important stuff from a career management perspective.

The goal is for all of us to think about job performance more than once a year. The more frequently you and your supervisor have performance discussions, the more comfortable each of you will be with the process.



# The Principles of Our Equitable Community

Lehigh University is first and foremost an educational institution, committed to **developing the future leaders of our changing global society**. Every member of our community has a personal responsibility to acknowledge and practice the following basic principles:

We **affirm the inherent dignity** in all of us, and we maintain an inclusive and equitable community.

We **recognize and celebrate** the richness contributed to our lives by our diverse community.

We **promote mutual understanding** among the members of our community.

We **confront and reject discrimination in all its forms**, including that based on age, color, disability, gender identity, genetic information, marital status, national or ethnic origin, political beliefs, race, religion, sex, sexual orientation, socio-economics, veteran status, or any differences that have been excuses for misunderstanding, dissension, or hatred.

We **affirm academic freedom** within our community and uphold our commitment to the highest standards of respect, civility, courtesy, and sensitivity toward every individual.

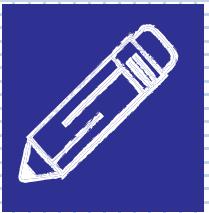
We **recognize each person's right to think and speak** as dictated by personal belief and to respectfully disagree with or counter another's point of view.

We **promote open expression of our individuality and our differences** within the bounds of University policies.

We **acknowledge each person's obligation to the community** of which we have chosen to be a part.

We take pride in building and maintaining a culture that is founded on these **principles of unity and respect**.

# Lehigh's Core Values



**Lehigh's Core Values** are essential and enduring tenets – a small set of timeless guiding principles that require no external justification; they have intrinsic value and importance to us inside Lehigh.

- Integrity and honesty
- Equitable community
- Academic freedom
- Intellectual curiosity
- Collaboration
- Commitment to excellence
- Leadership

**Lehigh's Core Purpose** is the university's fundamental reason for being:

*To contribute to society by the creation and dissemination of knowledge through our graduates and the knowledge we create.*

As staff, our contribution to Lehigh's Core Purpose is to expect high quality in everything we do.

## Your Work Connects to Student Success

Many staff members have no direct involvement in creating or disseminating the knowledge of our graduates, but our jobs still have impact on students' daily lives at Lehigh. It's easy to lose your focus on high quality work when other stuff in your life is impacting your day - your heat stopped working at home or your check engine light came on in your car. It's the same for our students. When we give our jobs our best and strive for high quality, we have a positive impact on our students – a comfortable classroom and residence hall, a punctual ride on the bus, enhanced by a smile from the driver.



# The Lehigh Core Success Factors

Performance at Lehigh is based on setting and achieving goals related to the key accountabilities of your position. Key accountabilities are what employees do every day. Success factors describe how work gets done as staff members strive to achieve high quality outcomes. What you do is very important, but it is equally important how you complete tasks and assignments. Core Success Factors apply to all staff members at Lehigh regardless of position.

## **Support Lehigh's Mission and Goals**

Successful staff members at Lehigh University understand how important their role is to Lehigh's goal achievement, strive to handle job responsibilities efficiently, and achieve excellent outcomes.

## **Embrace and Adapt to Change**

Successful staff members at Lehigh University understand how important change is to Lehigh – both in the short term and over the long term. They embrace change and adapt to the opportunities it brings.

## **Accountability for Work Achievements**

Successful staff members at Lehigh take accountability for handling their jobs effectively and for achieving high quality work processes and outcomes.

## **Take Ownership for Personal Learning and Development**

Successful staff members at Lehigh take responsibility for their own personal learning and development and continuously strive to improve themselves.

## **Communicate Effectively**

Successful staff members at Lehigh communicate effectively in a timely and appropriate manner.

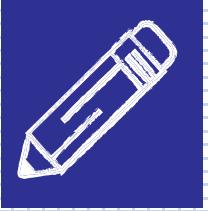
## **Demonstrate Creativity and Innovation**

Successful staff members at Lehigh value creative and innovative approaches to accomplishing their job responsibilities and seek appropriate opportunities to do so.

### **About “The How”**

Read on. The following pages provide detailed behaviors for each of the Core Success Factors.

# Behaviors Associated with Core Success Factors



## **Support Lehigh's Mission and Goals**

- Understand Lehigh's mission and goals
- See how your job fits into the University and seek ways to contribute positively to Lehigh
- Be consistently reliable and trustworthy in getting the job done well and in a timely manner
- Pitch in and help others when necessary to get the job done
- Handle your own job responsibilities in an efficient and accurate manner
- Constantly strive to meet the needs of customers (e.g., students, faculty, parents, alumni, visitors) within the appropriate boundaries.

## **Embrace and Adapt to Change**

- Adapt to change by modifying work habits and practices
- Show enthusiasm and support for change
- Proactively prepare for and adjust to change
- Accept new work priorities while continuing to handle existing responsibilities
- Re-evaluate decisions, thoughts, and actions to fit new situations and needs
- Look for ways to improve processes and practices in own job and work area
- Be respectful of Lehigh's history and traditions, but understand and embrace change as a way to support Lehigh's future.

## **Accountability for Work Achievements**

- Plan work carefully in order to handle job responsibilities and meet goals
- Keep focused on achieving job responsibilities and goals even when faced with issues or problems
- Follow through on commitments
- Effectively prioritize tasks and assignments
- Be flexible in adapting to changes in work demands or schedules
- Demonstrate proficiency in their role by successfully accomplishing assigned tasks and responsibilities
- Take responsibility for mistakes without blaming others and accept the consequences of actions and decisions
- Value diverse perspectives and incorporate them in their work.

## **Take Ownership for Personal Learning and Development**

- Understand that your personal learning and development is critical to ensuring success in your role
- Keep up-to-date in your area of expertise and seek learning opportunities (e.g., training, courses, stretch assignments) to improve your knowledge, skills, and capabilities
- Seek and accept feedback from your peers and managers
- Incorporate feedback into actions, behaviors, and approaches when appropriate
- Understand personal strengths and weaknesses and focus on maintaining strengths and improving weaknesses
- Learn from your mistakes.



### **Communicate Effectively**

- Readily share information with the appropriate people in a timely manner
- Be clear and concise in how they share ideas and information
- Speak and write clearly and effectively
- Listen carefully to others and ask questions to ensure understanding
- Use different communication styles (e.g., oral, written, presentations) depending on the need of the situation and the individuals/groups involved
- Make sure others understand their messages and, if not, change the style of communication
- Maintain appropriate confidentiality in all communications
- Communicate regularly and appropriately with individuals outside your area to share ideas and resources and build relationships.

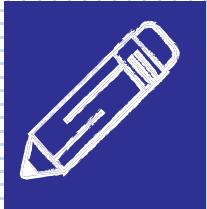
### **Demonstrate Creativity and Innovation**

- Approach your daily work and responsibilities with a fresh, creative outlook, and seek more effective and efficient ways to achieve work
- Take calculated risks when appropriate after weighing potential problems and benefits of the action
- Look beyond traditional resources and approaches to find alternative and more effective ways to handle job responsibilities
- Offer new ideas when old approaches have failed or are no longer effective
- Look at problems/situations from different perspectives.

### **Putting It Together**

Take a minute to reread and absorb these important job related behaviors. High quality performance is not only what you do. HOW you do your job is equally important and is being added to the staff appraisal process at Lehigh. In the next section, you'll share how you demonstrate mastery of the core success factors through your key accountabilities.

# Your Key Accountabilities



This page is a place for you to note the key accountabilities of your position description (PD). Go to [pd.lehigh.edu](http://pd.lehigh.edu) to access your PD information. (If you do not know your position number and unique PD password, contact Human Resources.)

You do not need to note the supporting activities associated with each key accountability. That's optional.

**Key Accountability #1**

**Key Accountability #4**

**Key Accountability #2**

**Key Accountability #5**

**Key Accountability #3**

**Key Accountability #6**



# Demonstrating Success Factors Through Key Accountabilities

Below are Lehigh's Core Success Factors. Use this page to describe how you accomplish your key accountabilities in ways that demonstrate understanding and competency in the Core Success Factors.

## Support Lehigh's Mission and Goals

## Take Ownership for Personal Learning and Development

## Embrace and Adapt to Change

## Communicate Effectively

## Accountability for Work Achievements

## Demonstrate Creativity and Innovation

# Your Goals



## MY DEPARTMENT'S GOALS

## MY GOALS

Use this section to note job activities you need or want to accomplish that are not included in your key accountabilities. If you noted department goals in the previous section, check back to see if your individual goals support those goals.

# Quarterly Meeting Notes

# 1st Quarter Notes



**What I've accomplished:**

**Feedback from my supervisor:**

**Recommendations for performance enhancement:**



## 2nd Quarter Notes

**What I've accomplished:**

**Feedback from my supervisor:**

**Recommendations for performance enhancement:**

# 3rd Quarter Notes



**What I've accomplished:**

**Feedback from my supervisor:**

**Recommendations for performance enhancement:**



## 4th Quarter Notes

**What I've accomplished:**

**Feedback from my supervisor:**

**Recommendations for performance enhancement:**

# Make your blueprint a reality with Career Enrichment @ Lehigh.

*Especially for  
Staff and  
Faculty*

## Foundations of Management

This track is designed to transition first time managers to the Managerial Success Factors at Lehigh. Learn expectations of communicating in our culture, policies and practices of importance as you step into the role. Experience blended learning with live practice, mentoring and peer support.

## Dialogue and Exploration

An a la carte curriculum to develop insights, new learning, and engagement on campus.

## Leadership Academy

The Academy is designed for accomplished leaders who are prepared to deepen their awareness and potential for behavioral impact on others and the future of Lehigh. Candidates will apply or be nominated and selected to participate in this multi day cohort program.

## Essential Management

This developmental track is core to every manager at Lehigh. Focus will include coaching for performance, managing for accountability, and delivering results.

## Administrative Professional Excellence

Develop skills including better business writing, project and time management, basic budgeting and accounting practices. Enhance your service to supervisors, peers and clients in a practical and supportive style.

go to [hr.lehigh.edu/enrichment](http://hr.lehigh.edu/enrichment) to learn more.