## Skills for Success
(The following skills are essential for individual and organizational success.)

<table>
<thead>
<tr>
<th>Skills</th>
<th>Examples of Demonstrated Behavior</th>
</tr>
</thead>
</table>
| **Health and Safety** | - Support the association to maintain a safe working environment.  
- Be familiar and strive to follow any applicable federal, state, local regulations, association health and safety policies, procedures, requirements or standards.  
- Act proactively to prevent accidents/injuries and communicate hazards to supervisors when identified.  
| **Job Skills**     | - Demonstrates competence in tools, equipment, software and technologies to effectively complete assignments and job tasks.  
- Maintains professional certifications, licensing and education in functional expertise and effectively applies knowledge.  
- Understands, interprets and applies regulations, policies and contracts to deliver effective results.  
- Uses good judgment, information and observations to evaluate and recommend actions to support decisions and deliverables.  
| **Inclusiveness**  | - Demonstrates the ability to communicate across difference to create a collaborative, collegial, and caring community.  
- Increases cooperation, honesty, openness and a welcoming environment for all and speaks up when others are being excluded or treated inappropriately.  
- Supports/increases participation of key and diverse employees in career/professional development opportunities and in campus/community involvement.  
- Actively supports work/life integration in the workplace.  
- Recruits, hires and engages high performing diverse employees.  
| **Adaptability**   | - Anticipates and adapts to changing priorities and additional demands.  
- Is flexible, open and receptive to new information, ideas and approaches which enhance Cornell’s capacity to thrive in the future.  
- Embraces, promotes and implements change.  
- Modifies one’s preferred way of doing things when it benefits the whole focusing on long-term vision rather than short-term gains.  
| **Self-Development** | - Is self-aware; seeks and acts upon performance feedback.  
- Seeks and acts on opportunities for development; takes measures to ensure personal well-being and balance.  
- Works to continuously learn and improve.  
- Applies learning to evolving assignments.  
| **Communication**  | - Expresses thoughts clearly, both orally and in writing.  
- Demonstrates effective listening skills; seeks to understand and be understood.  
- Asks questions and shares knowledge and information to help others clearly understand processes and desired results.  
- Gives, receives and acts upon helpful and timely feedback.  
| **Teamwork**       | - Shows respect, compassion and empathy for others, even in difficult situations, building an environment of trust.  
- Works effectively and cooperatively with others, willingly admitting mistakes and offering apologies.  
- Acknowledges the support and contributions of others, involving them as appropriate when outcomes will impact their work.  
- Has a positive attitude and understands how behaviors impact others.  
| **Service-Minded** | - Is diplomatic, courteous and welcoming, striving to satisfy external and internal customers.  
- Supports ideas, solutions and changes to processes to ensure high quality outcomes.  
- Reaches out in a timely and responsive manner to resolve problems and conflicts.  
- Negotiates well, finding and orchestrating win-win solutions.  
| **Stewardship**    | - Strives to develop and implement best practices; encourages others to adopt a culture of sustainability and efficiency.  
- Demonstrates high standards of personal conduct and owns the consequences of one’s own actions.  
- Exercises sound and ethical judgment no matter how difficult or contrary; considers environmental, economic, compliance and social impacts in decision-making.  
- Shows commitment to unit and Association goals and delivers results.  
| **Innovation**     | - Looks for advancements in products, processes, services, technologies or ideas.  
- Identifies opportunities in challenges and shows initiative to make changes.  
- Demonstrates innovative, creative and informed risk taking.  
- Shows foresight and imagination to see possibilities, opportunities and trends.  