Critical Behaviors

The behaviors described below are believed to be critical to achieving the GT Strategic Plan.

Leadership

Description
According to Harvard University Professor Ron Heifetz, leadership is a verb, not a noun. We only see leadership in action. Leadership is not the same as position or authority, and accordingly, recognition of exceptional leadership should be without regard for the individual’s level of supervisory responsibility. A leader is someone who motivates, influences, and develops - both groups & individuals - to achieve Institute goals. Recognition for leadership is appropriate for individuals who effectively motivate and focus others to solve relevant problems.

Behaviors likely to be exhibited by someone exercising leadership

This partial list of behaviors below should help guide your thinking about whether the employee/team has demonstrated leadership.

- Initiates positive action without being directed to do so
- Overcomes differences to achieve agreement
- Inspires change or productivity in others
- Gets others focused on solutions
- Works effectively across departments or organizations
- Motivates others without formal authority
- Exhibits a willingness to take on any responsibility necessary to achieve success – not only the figurehead or convener role
Innovation & Process Improvement

Description
Innovation and continuous improvement require the ability to see beyond present circumstances and practices. Some employees see challenges and respond by creating something new (innovating). Others see challenges and respond by reengineering to increase effectiveness, efficiency, value, or levels of service (improvement). Some refer to these approaches as “out of the box” thinking, and continuous improvement. Recognition for innovation or improvement is appropriate for those who approach their work with a focus on either of these, consistently inventing or improving tools, processes, or systems.

Behaviors likely to be exhibited by someone exercising innovation & process improvement

This partial list of behaviors below should help guide your thinking about whether the employee/team has demonstrated innovation & process improvement.

- Is seldom satisfied with current state. Constantly asks “how can we do this better?” and “why do we do it that way?” Frequently considers non-traditional approaches
- Regularly evaluates situations, gathers data, and uses the data, to identify opportunities for change. Regularly identifies problems but focuses on potential solutions
- Proactively seeks feedback and involvement from constituents
- Seeks relationships and connections among constituents, inputs, and outputs
Entrepreneurship

Description
Classified staff do not traditionally start businesses within the Institute. They do however create programs that have measurable impact. A successful program requires and likely includes a set of services, tools, and methods of communicating with constituents. There are promotional elements. There are ongoing managerial concerns. In many respects, creating a full program is similar to starting a business. As such, an entrepreneurial spirit and approach are required. Recognition for entrepreneurship is appropriate for those who conceiving and implement a new program or establish a new service.

Behaviors likely to be exhibited by someone exercising entrepreneurship

This partial list of behaviors below should help guide your thinking about whether the employee/team has demonstrated entrepreneurship.

- Uses a systems-thinking approach
- Sees the bigger picture – the connection and inter-relation of people, processes, and technology
- Possesses both initiative and the ability to follow through
- Exhibits a willingness to take on any responsibility necessary to achieve success – not only the figurehead or convener role
- Persists despite obstacles and challenges
Service to the Community

Description
Service is a core element of the Institute’s mission. It is both expressed and implied in our efforts to improve the human condition. In its purest form, service defines actions and activities that go beyond the scope of an employee’s work duties and assignments for the betterment of others and the community. For the purposes of recognition, community should be broadly defined to include those within Georgia Tech – departments and employees - as well as those outside the Institute. Recognition for Serving the Community is appropriate for those who, outside of their professional responsibilities, engage in activities that help others. Please note that this award focuses on community service (rather than customer service).

Behaviors likely to be exhibited by someone exercising service to the community
This partial list of behaviors below should help guide your thinking about whether the employee/team has demonstrated service to the community.

- Has a positive impact on others
- Offers service above and beyond his or her formally defined job in to order meet the needs of others
- Demonstrates a true concern for humankind by offering his or her time, talents, or both, and produces concrete and tangible outcomes
- Demonstrates service above and beyond simple involvement
- Embodies Georgia Tech’s commitment to public service