

Framework of Competency

The term **Competency** in this document indicates the **skills, qualities, or abilities** that enable a person to make a meaningful impact and succeed in work.

Dimension I: Thinking 思维

1. Analytical Thinking 分析

- Critical Analysis 审辩思维: Seeing and analyzing factual evidence both skeptically and sympathetically, without rushing to an impulsive judgement.
- Algorithm Thinking 算法思维: Breaking problems down into rigorous sub-problems that can be handled separately and in order on the way to constructing an overall solution.
- Design Thinking 设计思维: Realizing a solution through iterations of empathizing others' needs, defining objectives and purposes, ideating paths to solution, prototyping, and testing the performance of the prototype and gathering customers' feedback.
- Lean Thinking 精益思维: Looking for higher efficiency by identifying and removing wastes.

2. Decision Making 决策

- Insightfulness 洞察力: Having the ability to look through the surface to have an accurate and deep understanding or perception.
- Balances Stakeholders 权衡能力: Anticipating and balancing the needs of multiple stakeholders.
- Decision Quality 决策质量: Making good and timely decisions that keep the organization moving forward.
- Manages Complexity 管理复杂情况: Managing and optimizing organizational complexity via activities around strategy, transparency, total value chain, and sustainability.

3. Progressive Thinking 发展思维

- Thinks out of the Box 跳出思维定势: Finding new solutions by thinking differently, unconventionally, innovatively, or from new perspectives; not always following existing procedures rigidly.
- Strategic Mindset 大局观: Seeing ahead to future possibilities, quickly spotting the relevant patterns and issues, and creating alternatives proactively.

Dimension II: Effectiveness & Efficiency 实效

4. Execution 执行

- Action Oriented 积极付诸行动: Timely and actively make things happen by turning words or thoughts into actions.
- Arranges 安排得当, 有分寸: Organized, but also flexible to determine how all of the pieces and resources can be arranged for maximal productivity.
- Attention to Details 注重细节: Achieving thoroughness and accuracy when accomplishing a task.
- Technical Savvy 善用技术: Mastering job-related techniques, and can keep up with the evolution of technologies and solutions.
- Data Literate 数据能力: Can effectively read, interpret, maintain, analyze, and communicate data as information, leveraging on related data technologies and tools.

5. Operation and Management 运营管理

- Plans and Aligns 善于规划, 服务大局: Planning and prioritizing work to meet commitments aligned with organizational goals.
- Ensures Accountability 有担当, 负责任: Holding self and others accountable to meet commitments.
- Resourcefulness 善用资源: Securing and deploying resources effectively and efficiently.
- Enables Work and Results 赋能, 善于创造可能性: Taking actions, helping, providing instructions, delegating, and removing obstacles for oneself and others to get work done and achieve results.
- Courage 魄力: Stepping up to address difficult issues, saying what needs to be said, taking ownership of responsibilities.
- Command 掌控能力: Taking the lead or control by speaking up about what others are thinking but don't have the courage to say; not frightened by confrontation, but seeing confrontation as the first step to resolution.
- Pursues Excellence 追求卓越: Proactively seek for improvements, optimizations, and innovations wherever possible to not only problems but also existing best practices.

6. Agility 灵活变通

- Manages Uncertainty 应对不确定性: Operating effectively, even when things are not certain or the way forward is not clear.
- Situational Adaptability 审时度势, 因势利导: Adapting approach and demeanor in real-time to match the shifting demands of different situations.

- Nimble Learning 灵活学习: Actively learning through both successes and failures when tackling new problems.
- Being Resilient 坚韧: Rebounding from setbacks and adversity when facing difficult situations.

7. Openness and Self Awareness 开明自知

- Being Reflective 自省: Understanding the present by researching the past.
- Self-Discipline 自律: Being able to work hard or behave by the rules created by oneself without needing anyone else to tell what to do.
- Takes Initiative 积极主动: Thinking of and originating something new proactively and enthusiastically.
- Self-Evolving 自我成长: Actively seeking new ways to grow and be challenged using both formal and informal development channels.

Dimension III: Interpersonal Interaction 人际互动

8. Communication 沟通能力

- Empathy 换位思考: Being able to see, think, or understand by adapting to others' perspectives, backgrounds, situations, etc.
- Expresses Effectively 有效表达: Putting thoughts into words (or other forms of information) that convey a clear understanding of different audiences.
- Persuades 说服力: Using compelling arguments to gain the support and commitment of others.
- Cultural Sensitivity 文化敏锐: Being aware of the differences of conceptions, understandings, or interpretations of words, gestures, or other forms of expressions across cultures and languages.

9. Cooperation 团队合作能力

- Collaborates 协作: Building partnerships and working collaboratively with others—especially up- and down-stream departments to meet shared objectives; making sure one's working outputs can meet not only the quality standards of one's own team but also the quality standards of down-stream teams who use the very outputs as inputs of their work.
- Manages Conflict 管理冲突: Handling conflict situations effectively, with a minimum of noise.
- Interpersonal Savvy 得体的待人接物: Relating with diverse groups of people in an open and comfortable manner.

- Builds Networks 建立和维系良好的人际关系: Effectively building formal and informal relationship networks inside and outside the organization.
- Instills Trust 建立信任: Gaining the confidence and trust of others through honesty, integrity, and authenticity.

10. People and Team Building 培养人才、构建团队能力

- Develops Talent 慧眼识人，悉心培养: Recognizing and cultivating the potential in others. Spotting the sign of each small improvement and derive satisfaction from the evidence of progress.
- Drives engagement 提升凝聚力: Creating a climate where people are motivated to do their best to help the organization achieve its objectives.
- Builds Effective Teams 人尽其才: Achieving maximal collective productivity by identifying and applying the unique qualities of each member of a team.
- Being Consistent 一视同仁: Being keenly aware of the need to treat people, craving stable routines and clear rules and procedures that everyone can follow.
- Diversity Inclusion 包容多样性: Valuing different perspectives and cultures, but can find harmonious common ground.

Dimension IV. Duo-System Feasible Solutions 形成适应双重体系的解决方案的能力

11. Duo-Feasibility 双向适应能力: Being able to develop feasible solutions that enable NYUSH to fit and comply with the requirements of both Chinese and American higher education systems simultaneously (see appendix for more details).

Appendix. Implications of Duo-System Feasibility

NYU Shanghai is both a degree granting campus of NYU's global network, and a university as an independent legal entity registered and based in China. These two identities co-exist inherently and simultaneously as NYU Shanghai is working in the higher education systems of both China and USA, and grant two degrees (NYU and NYU Shanghai) to our undergraduate students. The competence of Duo-System Feasibility means the ability to **develop feasible solutions that enable NYUSH to fit in and comply to the requirements of the two systems simultaneously.**

1. Knowledgeable to relevant accreditation and statutory requirements to both American and Chinese universities, as well as norms and typical practices of one's counterparts in American and Chinese universities.
2. Be proactively aware of the mismatches of requirements, norms, and practices between the Chinese and American systems, as misunderstandings, conflicts, or other risks associated such mismatches.
3. Proficient in communicating such mismatches and associated risks in proper cross-cultural ways between the Chinese and English languages to enable maximal understanding and acceptance that further enable effective executions and implementations.
4. Proficiently, plausibly, and agilely tailor effective 'NYUSH solutions' that enable NYU Shanghai to maintain maximal compliance, as well as prevent or mitigate aforementioned risks in both American and Chinese contexts.