

# STANDARD COMPETENCY LIBRARY

## FACTOR II: RESULTS

### 1. *Ensures accountability*

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Holding self and others accountable to meet commitments.

#### UNSUCCESSFUL / NEEDS DEVELOPMENT

- Fails to accept a fair share of personal responsibility.
- Gathers little information about how things are going.
- Provides inadequate feedback; fails to help others adjust course midstream.
- Prefers to be one of many accountable for an assignment.

#### SUCCESSFUL

- Follows through on commitments and makes sure others do the same.
- Acts with a clear sense of ownership.
- Takes personal responsibility for decisions, actions, and failures.
- Establishes clear responsibilities and processes for monitoring work and measuring results.
- Designs feedback loops into work.

#### EXCEPTIONAL

- Assumes responsibility for the outcomes of others.
- Promotes a sense of urgency and establishes and enforces individual accountability in the team.
- Works with people to establish explicit performance standards.
- Is completely on top of what is going on and knows where things stand.
- Provides balanced feedback at the most critical times.

## FACTOR II: RESULTS

### 2. Action oriented

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Taking on new opportunities and tough challenges with a sense of urgency, high energy, and enthusiasm.

#### UNSUCCESSFUL / NEEDS DEVELOPMENT

- Is slow to act on an opportunity.
- Spends too much time planning and looking for information.
- May be overly methodical, taking too long to act on a problem.
- Is reluctant to step up to challenges; waits for someone else to take action.

#### SUCCESSFUL

- Readily takes action on challenges, without unnecessary planning.
- Identifies and seizes new opportunities.
- Displays a can-do attitude in good and bad times.
- Steps up to handle tough issues.

#### EXCEPTIONAL

- Quickly and decisively takes action in fast-changing, unpredictable situations.
- Shows a tremendous amount of initiative in tough situations; is exceptional at spotting and seizing opportunities.

## FACTOR IV: SELF

### 3. *Manages ambiguity*

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Operating effectively, even when things are not certain or the way forward is not clear.

#### UNSUCCESSFUL / NEEDS DEVELOPMENT

- Struggles to make progress when facing ambiguous or uncertain situations.
- Delays moving forward until all the details are known.
- Appears stressed when things are uncertain.
- Operates best when things are structured and predictable.

#### SUCCESSFUL

- Deals comfortably with the uncertainty of change.
- Effectively handles risk.
- Can decide and act without the total picture.
- Is calm and productive, even when things are up in the air.
- Deals constructively with problems that do not have clear solutions or outcomes.

#### EXCEPTIONAL

- Is energized when faced with ambiguity and uncertainty.
- Makes significant progress and remains calm and composed, even when things are uncertain.
- Manages the risk that comes with moving forward when the outcome isn't certain.
- Adapts quickly to changing conditions.

## FACTOR III: PEOPLE

### 4. Attracts top talent

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Attracting and selecting the best talent to meet current and future business needs.

#### UNSUCCESSFUL / NEEDS DEVELOPMENT

- Haphazardly selects talent into the organization.
- Takes little action to match the talent to the role or organization.
- Is unclear about selection criteria or how to evaluate others' skills.
- Selects people that are very similar to self.

#### SUCCESSFUL

- Attracts and selects diverse and high caliber talent.
- Finds the right talent to meet the group's needs.
- Closes talent gaps with the right balance of internal and external candidates.
- Is a good judge of talent.

#### EXCEPTIONAL

- Actively seeks and secures the best talent available.
- Creates pipelines of talent for the future from both internal and external talent pools.
- Evaluates talent using a thorough and consistent process.

## FACTOR I: THOUGHT

### 5. Business insight

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Applying knowledge of business and the marketplace to advance the organization's goals.

#### UNSUCCESSFUL / NEEDS DEVELOPMENT

- Doesn't understand how businesses work.
- Is not up-to-date on current and future policies, trends, and information affecting the organization.
- Is unaware of how strategies and tactics work in the marketplace.
- Doesn't take business drivers into account when planning and executing own work.

#### SUCCESSFUL

- Knows how businesses work and how organizations make money.
- Keeps up with current and possible future policies, practices, and trends in the organization, with the competition, and in the marketplace.
- Uses knowledge of business drivers and how strategies and tactics play out in the market to guide actions.

#### EXCEPTIONAL

- Has an in-depth understanding of how businesses work and make money.
- Is the first to spot possible future policies, practices, and trends in the organization, with the competition, and in the marketplace.
- Consistently applies a business driver and marketplace focus when prioritizing actions.

## FACTOR III: PEOPLE

### 6. Collaborates

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Building partnerships and working collaboratively with others to meet shared objectives.

#### UNSUCCESSFUL / NEEDS DEVELOPMENT

- Overlooks opportunities to work collaboratively with others.
- Values own interests above others'.
- Shuts down lines of communication across groups.
- Prefers to work alone and be accountable for individual contributions.

#### SUCCESSFUL

- Works cooperatively with others across the organization to achieve shared objectives.
- Represents own interests while being fair to others and their areas.
- Partners with others to get work done.
- Credits others for their contributions and accomplishments.
- Gains trust and support of others.

#### EXCEPTIONAL

- Models collaboration across the organization.
- Facilitates an open dialogue with a wide variety of contributors and stakeholders.
- Balances own interests with others'.
- Promotes high visibility of shared contributions to goals.

## FACTOR III: PEOPLE

### 7. Communicates effectively

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Developing and delivering multi-mode communications that convey a clear understanding of the unique needs of different audiences.

#### UNSUCCESSFUL / NEEDS DEVELOPMENT

- Has difficulty communicating clear written and verbal messages.
- Tends to always communicate the same way without adjusting to diverse audiences.
- Doesn't take the time to listen or understand others' viewpoints.
- Doesn't consistently share information others need to do their jobs.

#### SUCCESSFUL

- Is effective in a variety of communication settings: one-on-one, small and large groups, or among diverse styles and position levels.
- Attentively listens to others.
- Adjusts to fit the audience and the message.
- Provides timely and helpful information to others across the organization.
- Encourages the open expression of diverse ideas and opinions.

#### EXCEPTIONAL

- Delivers messages in a clear, compelling, and concise manner.
- Actively listens and checks for understanding.
- Articulates messages in a way that is broadly understandable.
- Adjusts communication content and style to meet the needs of diverse stakeholders.
- Models and encourages the expression of diverse ideas and opinions.

## FACTOR I: THOUGHT

### 8. *Manages complexity*

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Making sense of complex, high quantity, and sometimes contradictory information to effectively solve problems.

#### UNSUCCESSFUL / NEEDS DEVELOPMENT

- Misses the complexity of issues and force fits solutions.
- Doesn't gather sufficient information to assess situations completely.
- Relies solely on intuition, even when contrary information exists.
- Is caught off guard when problems surface without an obvious solution.

#### SUCCESSFUL

- Asks the right questions to accurately analyze situations.
- Acquires data from multiple and diverse sources when solving problems.
- Uncovers root causes to difficult problems.
- Evaluates pros and cons, risks and benefits of different solution options.

#### EXCEPTIONAL

- Readily distinguishes between what's relevant and what's unimportant to make sense of complex situations.
- Looks beyond the obvious and doesn't stop at the first answers.
- Analyzes multiple and diverse sources of information to define problems accurately before moving to solutions.



## FACTOR III: PEOPLE

### 9. *Manages conflict*

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Handling conflict situations effectively, with a minimum of noise.

#### UNSUCCESSFUL / NEEDS DEVELOPMENT

- Avoids conflict.
- Struggles to make progress when working through disagreements.
- Takes sides without digging deeply enough to fully understand the issues.
- Allows conflicts to cause massive disruption in the organization.
- Puts people on the defensive.
- May accommodate, wanting everyone to get along.

#### SUCCESSFUL

- Steps up to conflicts, seeing them as opportunities.
- Works out tough agreements and settles disputes equitably.
- Facilitates breakthroughs by integrating diverse views and finding common ground or acceptable alternatives.
- Settles differences in productive ways with minimum noise.

#### EXCEPTIONAL

- Anticipates conflicts before they happen, based on knowledge of interpersonal and group dynamics.
- Asks questions and listens closely to all issues presented by stakeholders.
- Finds common ground and drives to consensus, ensuring that all feel heard.
- Defuses high-tension situations effectively.

## FACTOR IV: SELF

### 10. Courage

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Stepping up to address difficult issues, saying what needs to be said.

#### UNSUCCESSFUL / NEEDS DEVELOPMENT

- Shies away from difficult issues or challenging assignments.
- Expresses point of view in an indirect manner.
- Avoids giving corrective feedback.
- Fails to take a stand on important issues.

#### SUCCESSFUL

- Readily tackles tough assignments.
- Faces difficult issues and supports others who do the same.
- Provides direct and actionable feedback.
- Is willing to champion an idea or position despite dissent or political risk.

#### EXCEPTIONAL

- Tackles difficult issues with optimism and confidence.
- Shares sensitive messages or unpopular points of view in a motivating manner.
- Lets people know where they stand, honestly and sensitively.
- Volunteers to tackle and lead tough assignments.

## FACTOR I: THOUGHT

### 11. Customer focus

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Building strong customer relationships and delivering customer-centric solutions.

#### UNSUCCESSFUL / NEEDS DEVELOPMENT

- Is unaware of customer expectations.
- Acts on incomplete or inaccurate understanding of customer needs.
- Conducts work activities from an internal, operational standpoint.
- Fails to build effective relationships with key customers.

#### SUCCESSFUL

- Gains insight into customer needs.
- Identifies opportunities that benefit the customer.
- Builds and delivers solutions that meet customer expectations.
- Establishes and maintains effective customer relationships.

#### EXCEPTIONAL

- Anticipates customer needs and provides services that are beyond customer expectations.
- Uses customer insights to drive and guide the development of new offerings.
- Serves as a strategic partner to build, grow, and maintain profitable and long-lasting relationships with key accounts.

## FACTOR I: THOUGHT

### 12. Decision quality

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Making good and timely decisions that keep the organization moving forward.

#### UNSUCCESSFUL / NEEDS DEVELOPMENT

- Approaches decisions haphazardly or delays decision making.
- Makes decisions based on incomplete data or inaccurate assumptions.
- Ignores different points of view or makes decisions that impact short-term results at the expense of longer-term goals.

#### SUCCESSFUL

- Makes sound decisions, even in the absence of complete information.
- Relies on a mixture of analysis, wisdom, experience, and judgment when making decisions.
- Considers all relevant factors and uses appropriate decision-making criteria and principles.
- Recognizes when a quick 80% solution will suffice.

#### EXCEPTIONAL

- Decisively makes high-quality decisions, even when based on incomplete information or in the face of uncertainty.
- Actively seeks input from pertinent sources to make timely and well-informed decisions.
- Skillfully separates opinions from facts.
- Is respected by others for displaying superior judgment.

## FACTOR III: PEOPLE

### 13. Develops talent

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Developing people to meet both their career goals and the organization's goals.

#### UNSUCCESSFUL / NEEDS DEVELOPMENT

- Doesn't take time to work on development of others.
- Is a check-the-box developer; goes with the easiest option to fulfill talent development obligations.
- Doesn't make use of available organization resources and systems to develop others.
- Has difficulty identifying developmental moves or assignments.

#### SUCCESSFUL

- Places a high priority on developing others.
- Develops others through coaching, feedback, exposure, and stretch assignments.
- Aligns employee career development goals with organizational objectives.
- Encourages people to accept developmental moves.

#### EXCEPTIONAL

- Views talent development as an organizational imperative.
- Consistently uses multiple methods to develop others.
- Stays alert for developmental assignments both inside and outside own workgroup.
- Readily articulates the value and benefit of stretch assignments to others.

## FACTOR III: PEOPLE

### 14. *Values differences*

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Recognizing the value that different perspectives and cultures bring to an organization.

#### UNSUCCESSFUL / NEEDS DEVELOPMENT

- Lacks awareness of other cultures.
- Treats everybody the same without regard to their differences.
- Expects everyone to adapt to his/her way of thinking and communicating.
- Lacks curiosity and interest in different people's backgrounds and perspectives.

#### SUCCESSFUL

- Seeks to understand different perspectives and cultures.
- Contributes to a work climate where differences are valued and supported.
- Applies others' diverse experiences, styles, backgrounds, and perspectives to get results.
- Is sensitive to cultural norms, expectations, and ways of communicating.

#### EXCEPTIONAL

- Actively seeks out information about a wide variety of cultures and viewpoints.
- Promotes a team environment that values, encourages, and supports differences.
- Ensures that different experiences, styles, backgrounds, and perspectives are leveraged appropriately.
- Senses how differences will play out in terms of needs, values, and motivators.

## FACTOR II: RESULTS

### 15. Directs work

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Providing direction, delegating, and removing obstacles to get work done.

#### UNSUCCESSFUL / NEEDS DEVELOPMENT

- Provides incomplete, vague, or disorganized instructions.
- Delegates work to people without giving them sufficient guidance.
- Sets goals and objectives so easy to achieve that people are demotivated in the process.
- Saves high-profile tasks for self.

#### SUCCESSFUL

- Provides clear direction and accountabilities.
- Delegates and distributes assignments and decisions appropriately.
- Monitors progress by maintaining dialogue on work and results.
- Provides appropriate guidance and direction based on people's capabilities.
- Intervenes as needed to remove obstacles.

#### EXCEPTIONAL

- Masterfully matches people to assignments.
- Conveys clear performance expectations and follows up consistently.
- Sets stretch goals and objectives, pushing individuals or teams to perform at higher levels.
- Delegates work in a way that empowers ownership.
- Tracks how work is progressing without meddling.

## FACTOR III: PEOPLE

### 16. *Drives engagement*

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Creating a climate where people are motivated to do their best to help the organization achieve its objectives.

#### UNSUCCESSFUL / NEEDS DEVELOPMENT

- Has little insight into what motivates others.
- Doesn't give people enough flexibility and autonomy to do their work.
- Does little to create enthusiasm.
- Is unwilling to share ownership and give up control of assignments.

#### SUCCESSFUL

- Structures the work so it aligns with people's goals and motivators.
- Empowers others.
- Makes each person feel his/her contributions are important.
- Invites input and shares ownership and visibility.
- Shows a clear connection between people's motivators and the organizational goals.

#### EXCEPTIONAL

- Creates a positive and motivating working environment.
- Knows what motivates different people and aligns work accordingly.
- Gives others appropriate latitude to get work done.
- Invites input from others.
- Makes people feel that their contributions are visible and valued.



## FACTOR I: THOUGHT

### 17. Business Acumen

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Interpreting and applying understanding of key financial indicators to make better business decisions.

#### UNSUCCESSFUL / NEEDS DEVELOPMENT

- Is unfamiliar with financial terms.
- Is unclear about the cause-and-effect relationships among different business functions and overall financial performance.
- Pays little attention to financial impact when drawing conclusions.

#### SUCCESSFUL

- Understands the meaning and implications of key financial indicators.
- Uses financial analysis to generate, evaluate, and act on strategic options and opportunities.
- Integrates quantitative and qualitative information to draw accurate conclusions.

#### EXCEPTIONAL

- Transforms financial information into business intelligence through analysis and integration of quantitative and qualitative information.
- Identifies and monitors key financial indicators to gauge performance, identify trends, and suggest strategies that can impact results.

## FACTOR I: THOUGHT

### 18. Global perspective

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Taking a broad view when approaching issues, using a global lens.

#### UNSUCCESSFUL / NEEDS DEVELOPMENT

- Is narrow in thinking when solving problems.
- Seldom comes up with multiple options or scenarios when addressing global issues.
- Maintains a home region or local-only perspective.
- Focuses on the here and now; shows little interest in the future or global issues.

#### SUCCESSFUL

- Looks toward the broadest possible view of an issue or challenge.
- Thinks and talks in global terms.
- Understands the position of the organization within a global context.
- Knows the impact of global trends on the organization.

#### EXCEPTIONAL

- Considers multiple and varied viewpoints when addressing problems and opportunities.
- Thinks globally; excels at viewing issues on a worldwide basis.
- Develops scenarios to deal with the global uncertainties the organization faces.

## FACTOR I: THOUGHT

### 19. *Cultivates innovation*

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Creating new and better ways for the organization to be successful.

#### UNSUCCESSFUL / NEEDS DEVELOPMENT

- Stays within comfort zone rather than experimenting with new ways of looking at things.
- Presents ideas that are ordinary, conventional, and from the past.
- Tends to be critical of others' original ideas.
- Has a style that discourages the creative initiatives of others.

#### SUCCESSFUL

- Comes up with useful ideas that are new, better, or unique.
- Introduces new ways of looking at problems.
- Can take a creative idea and put it into practice.
- Encourages diverse thinking to promote and nurture innovation.

#### EXCEPTIONAL

- Moves beyond traditional ways of doing things; pushes past the status quo.
- Continually assesses the market potential of an innovative idea or solution.
- Finds and champions the best creative ideas and actively moves them into implementation.
- Tries multiple, varied approaches to innovative ideas.
- Builds excitement in others to explore creative options.

## FACTOR III: PEOPLE

### 20. Interpersonal savvy

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Relating openly and comfortably with diverse groups of people.

#### UNSUCCESSFUL / NEEDS DEVELOPMENT

- Builds few relationships.
- Engages with people in immediate work area only.
- Is uncomfortable when interacting with people different from self.
- Expresses points of view in a blunt or insensitive manner.
- Shows little interest in others' needs.

#### SUCCESSFUL

- Relates comfortably with people across levels, functions, culture, and geography.
- Acts with diplomacy and tact.
- Builds rapport in an open, friendly, and accepting way.
- Builds constructive relationships with people both similar and different to self.
- Picks up on interpersonal and group dynamics.

#### EXCEPTIONAL

- Proactively develops relationships with a wide variety of people.
- Builds immediate rapport, even when facing difficult or tense situations.
- Understands interpersonal and group dynamics and reacts in an effective manner.
- Engages input from others constantly and listens with empathy and concern.

## FACTOR III: PEOPLE

### 21. *Builds networks*

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Effectively building formal and informal relationship networks inside and outside the organization.

#### UNSUCCESSFUL / NEEDS DEVELOPMENT

- Builds limited relationships with different groups.
- Has difficulty determining who to contact for resources or knowledge.
- Doesn't tap into networks beyond own immediate area to exchange ideas or get things done.

#### SUCCESSFUL

- Builds strong formal and informal networks.
- Maintains relationships across a variety of functions and locations.
- Draws upon multiple relationships to exchange ideas, resources, and know-how.

#### EXCEPTIONAL

- Consults with a wide network of internal and external connections.
- Connects the right people to accomplish goals.
- Works through formal and informal channels to build broad-based relationships and support.

## FACTOR IV: SELF

### 22. Nimble learning

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Actively learning through experimentation when tackling new problems, using both successes and failures as learning fodder.

#### UNSUCCESSFUL / NEEDS DEVELOPMENT

- Struggles to learn in new situations.
- Becomes frustrated or confused by unfamiliar tasks.
- Gives up on new ideas too soon.
- Resists taking a chance on untested solutions.

#### SUCCESSFUL

- Learns quickly when facing new situations.
- Experiments to find new solutions.
- Takes on the challenge of unfamiliar tasks.
- Extracts lessons learned from failures and mistakes.

#### EXCEPTIONAL

- Tries multiple times using multiple methods to find the right solution.
- Views mistakes as opportunities to learn.
- Enjoys the challenge of unfamiliar tasks.
- Seeks new approaches to solve problems.

## FACTOR III: PEOPLE

### 23. Organizational savvy

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Maneuvering comfortably through complex policy, process, and people-related organizational dynamics.

#### UNSUCCESSFUL / NEEDS DEVELOPMENT

- Overlooks or disregards the political complexities of the organization.
- Pursues own area's goals without considering the impact on other groups.
- Says and does things that strain organizational relationships.
- Tends to be impatient with organizational processes and makes political errors.

#### SUCCESSFUL

- Is sensitive to how people and organizations function.
- Anticipates land mines and plans approach accordingly.
- Deals comfortably with organizational politics.
- Knows who has power, respect, and influence.
- Steers through the organizational maze to get things done.

#### EXCEPTIONAL

- Navigates the political complexities of the organization easily.
- Has a clear understanding of other groups' business priorities.
- Avoids provoking tension between groups.
- Uses knowledge of organizational culture to achieve objectives.

## FACTOR III: PEOPLE

### 24. Persuades

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Using compelling arguments to gain the support and commitment of others.

#### UNSUCCESSFUL / NEEDS DEVELOPMENT

- Pushes own point of view too strongly.
- Fails to win support or buy-in from others.
- Is unable to negotiate solutions that are agreeable to all.
- Responds negatively to the reactions and positions of others.
- Has difficulty articulating a logical argument that supports own position.

#### SUCCESSFUL

- Positions views and arguments appropriately to win support.
- Convinces others to take action.
- Negotiates skillfully in tough situations.
- Wins concessions without damaging relationships.
- Responds effectively to the reactions and positions of others.

#### EXCEPTIONAL

- Shares own ideas in a compelling manner that gains commitment from others.
- Negotiates skillfully and creates minimal noise when working toward an agreed-upon solution.
- Finds common ground and acceptable alternatives that satisfy the needs of multiple stakeholders.



## FACTOR II: RESULTS

### 25. Plans and aligns

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Planning and prioritizing work to meet commitments aligned with organizational goals.

#### UNSUCCESSFUL / NEEDS DEVELOPMENT

- Gets caught up in immediate needs without attending to larger priorities.
- Spends time and resources without a clear purpose.
- Gets caught off guard by problems due to the lack of contingency plans.
- Haphazardly tracks progress or performance.

#### SUCCESSFUL

- Sets objectives to align with broader organizational goals.
- Breaks down objectives into appropriate initiatives and actions.
- Stages activities with relevant milestones and schedules.
- Anticipates and adjusts effective contingency plans.

#### EXCEPTIONAL

- Focuses on highest priorities and sets aside less critical tasks.
- Lays out a thorough schedule and steps for achieving objectives.
- Makes implementation plans that allocate resources precisely.
- Looks for obstacles and develops excellent contingency plans.
- Uses milestones to diligently track and manage the progress of the work.

## FACTOR IV: SELF

### 26. *Being resilient*

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Rebounding from setbacks and adversity when facing difficult situations.

#### UNSUCCESSFUL / NEEDS DEVELOPMENT

- Gets easily rattled in high-pressure situations.
- Exhibits low energy and motivation during times of stress and worry.
- Acts defensively when faced with criticism or roadblocks.
- Takes too long to recover from setbacks.

#### SUCCESSFUL

- Is confident under pressure.
- Handles and manages crises effectively.
- Maintains a positive attitude despite adversity.
- Bounces back from setbacks.
- Grows from hardships and negative experiences.

#### EXCEPTIONAL

- Stays focused and composed in stressful situations.
- Maintains a positive attitude and forward-thinking approach despite troubling circumstances or setbacks.
- Takes constructive action to navigate difficulties or obstacles.
- Is viewed as a source of confidence in high-stress situations.

## FACTOR II: RESULTS

### 27. Resourcefulness

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Securing and deploying resources effectively and efficiently.

#### UNSUCCESSFUL / NEEDS DEVELOPMENT

- Has difficulty figuring out where to get resources.
- Relies on the same resources over and over.
- Gets frustrated and becomes inefficient when things don't go as planned.
- Tries to impose one way of doing things; doesn't adjust swiftly enough.

#### SUCCESSFUL

- Marshals resources (people, funding, material, support) to get things done.
- Orchestrates multiple activities simultaneously to accomplish a goal.
- Gets the most out of limited resources.
- Applies knowledge of internal structures, processes, and culture to resourcing efforts.

#### EXCEPTIONAL

- Gets the most out of available resources and secures rare resources others can't get.
- Adapts quickly to changing resource requirements.
- Enjoys multi-tasking; applies knowledge of the organization to advance multiple objectives.

## FACTOR II: RESULTS

### 28. *Drives results*

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Consistently achieving results, even under tough circumstances.

#### UNSUCCESSFUL / NEEDS DEVELOPMENT

- Is reluctant to push for results.
- Does the least to get by.
- Is an inconsistent performer.
- Gives up easily; doesn't go back with different strategies for the third and fourth try.
- Often misses deadlines.
- Procrastinates around whatever gets in the way.

#### SUCCESSFUL

- Has a strong bottom-line orientation.
- Persists in accomplishing objectives despite obstacles and setbacks.
- Has a track record of exceeding goals successfully.
- Pushes self and helps others achieve results.

#### EXCEPTIONAL

- Sets aggressive goals and has high standards.
- Is consistently one of the top performers.
- Pursues everything with energy, drive, and the need to finish.
- Persists in the face of challenges and setbacks.
- Always keeps the end in sight; puts in extra effort to meet deadlines.

## FACTOR IV: SELF

### 29. *Demonstrates self-awareness*

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Using a combination of feedback and reflection to gain productive insight into personal strengths and weaknesses.

#### UNSUCCESSFUL / NEEDS DEVELOPMENT

- Doesn't reflect on past mistakes.
- Acts defensively when given feedback.
- Is unaware of own skills and interpersonal impact.
- Makes excuses and blames others.

#### SUCCESSFUL

- Reflects on activities and impact on others.
- Proactively seeks feedback without being defensive.
- Is open to criticism and talking about shortcomings.
- Admits mistakes and gains insight from experiences.
- Knows strengths, weaknesses, opportunities, and limits.

#### EXCEPTIONAL

- Seeks and acts on feedback from a wide variety of people.
- Willingly admits and takes responsibility for mistakes and shortcomings.
- Views criticism as helpful.
- Can articulate the causes behind own feelings and moods.

## FACTOR IV: SELF

### 30. Self-development

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Actively seeking new ways to grow and be challenged using both formal and informal development channels.

#### UNSUCCESSFUL / NEEDS DEVELOPMENT

- Doesn't put in the effort to grow and change.
- Is comfortable with current skills.
- Is fearful of making mistakes that accompany development.
- Lacks awareness or interest in using available developmental resources.

#### SUCCESSFUL

- Shows personal commitment and takes action to continuously improve.
- Accepts assignments that broaden capabilities.
- Learns from new experiences, from others, and from structured learning.
- Makes the most of available development resources.

#### EXCEPTIONAL

- Takes consistent action to develop new skills.
- Finds ways to apply strengths to new issues.
- Is aware of the skills needed to be successful in different situations and levels.
- Seeks assignments that stretch him/her beyond comfort zone.

## FACTOR IV: SELF

### 31. Situational adaptability

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Adapting approach and demeanor in real time to match the shifting demands of different situations.

#### UNSUCCESSFUL / NEEDS DEVELOPMENT

- Uses same style and approach regardless of the situation.
- Fails to notice changing situational demands.
- Expects others to adjust to his/her preferred style and approach.
- Thinks being true to self is all that matters.
- Doesn't take time to understand interpersonal dynamics.

#### SUCCESSFUL

- Picks up on situational cues and adjusts in the moment.
- Readily adapts personal, interpersonal, and leadership behavior.
- Understands that different situations may call for different approaches.
- Can act differently depending on the circumstances.

#### EXCEPTIONAL

- Picks up on the need to change personal, interpersonal, and leadership behavior quickly.
- Observes situational and group dynamics and selects best-fit approach.
- Seamlessly adapts style to fit the specific needs of others.

## FACTOR I: THOUGHT

### 32. *Balances* stakeholders

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Anticipating and balancing the needs of multiple stakeholders.

#### UNSUCCESSFUL / NEEDS DEVELOPMENT

- Focuses on meeting current expectations and needs of a limited number of stakeholders.
- Considers some stakeholders' interests more strongly than others'.
- Allows conflicting stakeholder demands to unfairly influence actions.

#### SUCCESSFUL

- Understands internal and external stakeholder requirements, expectations, and needs.
- Balances the interests of multiple stakeholders.
- Considers cultural and ethical factors in the decision-making process.
- Acts fairly despite conflicting demands of stakeholders.

#### EXCEPTIONAL

- Maintains frequent interactions with a broad stakeholder network.
- Takes a proactive approach to shape and influence stakeholder expectations.
- Serves as a liaison between different stakeholder groups.
- Effectively aligns the interests of multiple, diverse stakeholders.



## FACTOR I: THOUGHT

### 33. Strategic mindset

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Seeing ahead to future possibilities and translating them into breakthrough strategies.

#### UNSUCCESSFUL / NEEDS DEVELOPMENT

- Is more comfortable in the tactical here and now.
- Spends little time or effort thinking about or working on strategic issues.
- Contributes little to strategic discussions.
- Lacks the disciplined thought processes to pull together varying elements into a coherent view.

#### SUCCESSFUL

- Anticipates future trends and implications accurately.
- Readily poses future scenarios.
- Articulates credible pictures and visions of possibilities that will create sustainable value.
- Creates competitive and breakthrough strategies that show a clear connection between vision and action.

#### EXCEPTIONAL

- Sees the big picture, constantly imagines future scenarios, and creates strategies to sustain competitive advantage.
- Is a visionary and able to articulately paint credible pictures and visions of possibilities and likelihoods.
- Formulates a clear strategy and maps the aggressive steps that will clearly accelerate the organization toward its strategic goals.

## FACTOR III: PEOPLE

### 34. *Builds effective teams*

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Building strong-identity teams that apply their diverse skills and perspectives to achieve common goals.

#### UNSUCCESSFUL / NEEDS DEVELOPMENT

- Doesn't create a common mindset or challenge.
- Fails to recognize that morale, recognition, and belongingness are integral ingredients of effective teams.
- Prioritizes and rewards individual efforts rather than team achievements.
- Doesn't shape and distribute assignments in a way that encourages teamwork.

#### SUCCESSFUL

- Forms teams with appropriate and diverse mix of styles, perspectives, and experience.
- Establishes common objectives and a shared mindset.
- Creates a feeling of belonging and strong team morale.
- Shares wins and rewards team efforts.
- Fosters open dialogue and collaboration among the team.

#### EXCEPTIONAL

- Defines success in terms of the whole team.
- Recognizes that leveraging each team member's unique background and perspective is critical to achieving team goals.
- Rallies others behind common team goals.
- Places team goals ahead of own goals.

## FACTOR I: THOUGHT

### 35. Tech savvy

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Anticipating and adopting innovations in business-building digital and technology applications.

#### UNSUCCESSFUL / NEEDS DEVELOPMENT

- Is inexperienced with key technology tools or too comfortable with existing applications to willingly adopt new technologies.
- Fails to seek out new or innovative technologies that could add business value.

#### SUCCESSFUL

- Anticipates the impact of emerging technologies and makes adjustments.
- Scans the environment for new technical skills, knowledge, or capabilities that can benefit business or personal performance.
- Rejects low-impact or fad technologies.
- Readily learns and adopts new technologies.

#### EXCEPTIONAL

- Continually scans the environment for technology breakthroughs.
- Experiments with a wide range of existing technologies while applying new and emerging options that can enhance organizational outcomes.
- Encourages others to learn and adopt new technologies.

## FACTOR IV: SELF

### 36. *Instills trust*

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Gaining the confidence and trust of others through honesty, integrity, and authenticity.

#### UNSUCCESSFUL / NEEDS DEVELOPMENT

- Lacks consistent follow-through on commitments.
- Betrays confidences and covers up mistakes.
- Misrepresents facts for personal gain.
- Has trouble keeping confidences.
- Makes promises but doesn't always keep them.

#### SUCCESSFUL

- Follows through on commitments.
- Is seen as direct and truthful.
- Keeps confidences.
- Practices what he/she preaches.
- Shows consistency between words and actions.

#### EXCEPTIONAL

- Gains the confidence and trust of others easily.
- Honors commitments and keeps confidences.
- Expresses self in a credible and transparent manner.
- Models high standards of honesty and integrity.

## FACTOR III: PEOPLE

### 37. *Drives vision and purpose*

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Painting a compelling picture of the vision and strategy that motivates others to action.

#### UNSUCCESSFUL / NEEDS DEVELOPMENT

- Fails to personally connect with the organization's vision.
- Has difficulty describing the vision in a compelling way.
- Can't simplify enough to help people understand complex strategy.
- Struggles to energize and build excitement in others.

#### SUCCESSFUL

- Talks about future possibilities in a positive way.
- Creates milestones and symbols to rally support behind the vision.
- Articulates the vision in a way everyone can relate to.
- Creates organization-wide energy and optimism for the future.
- Shows personal commitment to the vision.

#### EXCEPTIONAL

- Articulates a compelling, inspired, and relatable vision.
- Communicates the vision with a sense of purpose about the future.
- Makes the vision sharable by everyone.
- Instills and sustains organization-wide energy for what is possible.

## FACTOR II: RESULTS

### 38. *Optimizes work processes*

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Knowing the most effective and efficient processes to get things done, with a focus on continuous improvement.

#### UNSUCCESSFUL / NEEDS DEVELOPMENT

- Works in a disorganized fashion.
- Has difficulty figuring out effective and efficient processes to get things done.
- Accepts processes as they are; pays little attention to process improvement.
- Doesn't take advantage of opportunities for synergy and efficiency.

#### SUCCESSFUL

- Identifies and creates the processes necessary to get work done.
- Separates and combines activities into efficient workflow.
- Designs processes and procedures that allow managing from a distance.
- Seeks ways to improve processes, from small tweaks to complete reengineering.

#### EXCEPTIONAL

- Figures out the processes necessary to get things done.
- Separates and combines tasks into efficient and simple workflow.
- Thinks about the whole system.
- Focuses efforts on continuous improvement; has a knack for identifying and seizing opportunities for synergy and integration.