

22 - Initiative - Identifying what needs to be done and doing it before being asked to or required by the situation.

	Basic	Proficient	Advanced
Professional/ Specialist	<ul style="list-style-type: none"> Identifies what needs to be done and asks for permission/advice before taking action Does what is normally required in a situation Listens to others involved in a situation who volunteer their input Only takes action to change the direction of events if asked 	<ul style="list-style-type: none"> Identifies what needs to be done and takes action before being asked or required Does more than what is normally required in a situation Seeks out others involved in a situation to learn their perspectives Takes independent action to change the direction of events 	<ul style="list-style-type: none"> Anticipates what needs to be done long before others do and takes immediate action Exceeds what is normally required in a situation Seeks out key individuals involved in a situation to learn their perspectives Takes independent action to positively change the direction of events
Supervisor/ Manager	<ul style="list-style-type: none"> Identifies what needs to be done and asks for permission/advice before taking action Does what is normally required in a situation Listens to others involved in a situation who volunteer their input Only takes action to change the direction of events if asked 	<ul style="list-style-type: none"> Identifies what needs to be done and takes action before being asked or required Does more than what is normally required in a situation Seeks out others involved in a situation to learn their perspectives Takes independent action to change the direction of events 	<ul style="list-style-type: none"> Anticipates what needs to be done long before others do and takes immediate action Exceeds what is normally required in a situation Seeks out key individuals involved in a situation to learn their perspectives Takes independent action to positively change the direction of events
Director/ Executive	<ul style="list-style-type: none"> Identifies what needs to be done and takes action before being asked or required Does more than what is normally required in a situation Seeks out others involved in a situation to learn their perspectives Takes independent action to change the direction of events 	<ul style="list-style-type: none"> Anticipates what needs to be done-long before others do and well in advance of the situation; always takes immediate action before being asked or required Exceeds what is normally required in a situation Seeks out key individuals involved in a situation to learn their perspectives and get their input Always takes immediate and independent action to change the direction of events in a positive manner 	<ul style="list-style-type: none"> Creates a culture in the organization that anticipates what needs to be done well in advance of the situation; coaches others to take immediate action before being asked or required Creates an environment that expects others to exceed what is normally required in a situation Is a role model for being proactive in seeking out key individuals involved in a situation to learn their perspectives and get their input Creates a culture where immediate and independent action to change the direction of events in a positive manner is encouraged and rewarded