

28 - Decisiveness - Willingness to make difficult decisions in a timely manner.

	Basic	Proficient	Advanced
Professional/ Specialist	<ul style="list-style-type: none"> • Is hesitant to make decisions in difficult or ambiguous situations, when time is critical • Gets more actively involved with a group when it is necessary to facilitate change, overcome an impasse, face issues, or ensure that decisions are made • Is hesitant to make tough decisions (e.g., closing a facility, reducing staff, accepting, or rejecting a high-stakes deal) 	<ul style="list-style-type: none"> • Is willing to make decisions in difficult or ambiguous situations, when time is critical • Takes charge of a group when it is necessary to facilitate change, overcome an impasse, face issues, or ensure that decisions are made • Makes tough decisions (e.g., closing a facility, reducing staff, accepting, or rejecting a high-stakes deal) 	<ul style="list-style-type: none"> • Makes confident and definitive decisions in difficult or ambiguous situations, when time is critical • Takes charge and provides effective leadership and direction to a group when it is necessary to facilitate change, overcome an impasse, face issues, or ensure that decisions are made • Makes tough decisions even when facing objections and/or criticism (e.g., closing a facility, reducing staff, accepting, or rejecting a high-stakes deal)
Supervisor/ Manager	<ul style="list-style-type: none"> • Is hesitant to make decisions in difficult or ambiguous situations, when time is critical • Gets more actively involved with a group when it is necessary to facilitate change, overcome an impasse, face issues, or ensure that decisions are made • Is hesitant to make tough decisions (e.g., closing a facility, reducing staff, accepting, or rejecting a high-stakes deal) 	<ul style="list-style-type: none"> • Is willing to make decisions in difficult or ambiguous situations, when time is critical • Takes charge of a group when it is necessary to facilitate change, overcome an impasse, face issues, or ensure that decisions are made • Makes tough decisions (e.g., closing a facility, reducing staff, accepting, or rejecting a high-stakes deal) 	<ul style="list-style-type: none"> • Makes confident and definitive decisions in difficult or ambiguous situations, when time is critical • Takes charge and provides effective leadership and direction to a group when it is necessary to facilitate change, overcome an impasse, face issues, or ensure that decisions are made • Makes tough decisions even when facing objections and/or criticism (e.g., closing a facility, reducing staff, accepting, or rejecting a high-stakes deal)
Director/ Executive	<ul style="list-style-type: none"> • Is willing to make decisions in difficult or ambiguous situations, when time is critical • Takes charge of a group when it is necessary to facilitate change, overcome an impasse, face issues, or ensure that decisions are made • Makes tough decisions (e.g., closing a facility, reducing staff, accepting, or rejecting a high-stakes deal) 	<ul style="list-style-type: none"> • Makes confident and definitive decisions in difficult or ambiguous situations, when time is critical • Takes charge and provides effective leadership and direction to a group when it is necessary to facilitate change, overcome an impasse, face issues, or ensure that decisions are made • Makes tough decisions even when facing objections and/or criticism (e.g., closing a facility, reducing staff, accepting, or rejecting a high-stakes deal) 	<ul style="list-style-type: none"> • Coaches others to make confident and definitive decisions in difficult or ambiguous situations, when time is critical • Is well known in the organization for taking charge and providing effective leadership and direction to a group when it is necessary to facilitate change, overcome an impasse, face issues, or ensure that decisions are made • Helps other leaders to make tough decisions even when facing objections and/or criticism (e.g., closing a facility, reducing staff, accepting, or rejecting a high-stakes deal)