

29 - Business Acumen - Ability to perform with insight, acuteness, and intelligence in the areas of commerce and/or industry. Make decisions and act in situations in which there is not enough information to be certain of outcome or implications of the decision.

	Basic	Proficient	Advanced
Professional/ Specialist	<ul style="list-style-type: none"> • Directs resources towards revenue growth opportunities • Demonstrates a regard for the company's financial strength • Seeks accountability and performance • Meets targets and commitments set • Understands the industry and marketplace and is able to identify positioning for the company • Holds staff accountable • Understands the importance of controlling spending • Usually meets targets set • Engages in cross-functional dialogue • Identifies business opportunities 	<ul style="list-style-type: none"> • Directs resources towards profit and revenue growth opportunities • Demonstrates high regard for company profitability / financial strength • Actively seeks accountability and measures performance • Exceeds targets and commitments set • Understands the industry and marketplace and consistently is able to identify positioning for the company that enables it to exploit profitable opportunities • Holds staff accountable and measures performance • Understands linkage from spending to shareholder return • Meets or exceeds targets set • Engages in cross-functional dialogue and decision-making • Identifies and exploits business opportunities for revenue and margin contribution 	<ul style="list-style-type: none"> • Directs resources towards highly profitable, revenue growth opportunities; avoids marginal opportunities • Demonstrates high regard for company profitability / financial strength; consistently adds to the profitability and financial strength of the company • Actively seeks accountability and measures performance; takes immediate and appropriate action • Consistently exceeds targets and commitments set • Anticipates what is happening in the industry and marketplace and consistently is able to identify positioning for the company that enables it to exploit the most profitable opportunities • Holds staff accountable and measures performance; takes immediate and appropriate action • Understands linkage from spending to shareholder return; ensures the necessary return on investment • Exceeds targets set • Engages in cross-functional dialogue and decision-making; his/her involvement ensures better results • Anticipates and exploits business opportunities for higher revenue and greater margin contribution

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Supervisor/ Manager	<ul style="list-style-type: none"> • Directs resources towards revenue growth opportunities • Demonstrates a regard for the company's financial strength • Seeks accountability and performance • Meets targets and commitments set • Understands the industry and marketplace and is able to identify positioning for the company • Holds staff accountable • Understands the importance of controlling spending • Usually meets targets set • Engages in cross-functional dialogue • Identifies business opportunities 	<ul style="list-style-type: none"> • Directs resources towards profit and revenue growth opportunities • Demonstrates high regard for company profitability / financial strength • Actively seeks accountability and measures performance • Exceeds targets and commitments set • Understands the industry and marketplace and consistently is able to identify positioning for the company that enables it to exploit profitable opportunities • Holds staff accountable and measures performance • Understands linkage from spending to shareholder return • Meets or exceeds targets set • Engages in cross-functional dialogue and decision-making • Identifies and exploits business opportunities for revenue and margin contribution 	<ul style="list-style-type: none"> • Directs resources towards highly profitable, revenue growth opportunities; avoids marginal opportunities • Demonstrates high regard for company profitability / financial strength; consistently adds to the profitability and financial strength of the company • Actively seeks accountability and measures performance; takes immediate and appropriate action • Consistently exceeds targets and commitments set • Anticipates what is happening in the industry and marketplace and consistently is able to identify positioning for the company that enables it to exploit the most profitable opportunities • Holds staff accountable and measures performance; takes immediate and appropriate action • Understands linkage from spending to shareholder return; ensures the necessary return on investment • Exceeds targets set • Engages in cross-functional dialogue and decision-making; his/her involvement ensures better results • Anticipates and exploits business opportunities for higher revenue and greater margin contribution

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Director/ Executive	<ul style="list-style-type: none"> • Directs resources towards profit and revenue growth opportunities • Demonstrates high regard for company profitability / financial strength • Actively seeks accountability and measures performance • Exceeds targets and commitments set • Understands the industry and marketplace and consistently is able to identify positioning for the company that enables it to exploit profitable opportunities • Holds staff accountable and measures performance • Understands linkage from spending to shareholder return • Meets or exceeds targets set • Engages in cross-functional dialogue and decision-making • Identifies and exploits business opportunities for revenue and margin contribution 	<ul style="list-style-type: none"> • Directs resources towards highly profitable, revenue growth opportunities; avoids marginal opportunities • Demonstrates high regard for company profitability / financial strength; consistently adds to the profitability and financial strength of the company • Actively seeks accountability and measures performance; takes immediate and appropriate action • Consistently exceeds targets and commitments set • Anticipates what is happening in the industry and marketplace and consistently is able to identify positioning for the company that enables it to exploit the most profitable opportunities • Holds staff accountable and measures performance; takes immediate and appropriate action • Understands linkage from spending to shareholder return; ensures the necessary return on investment • Exceeds targets set • Engages in cross-functional dialogue and decision-making; his/her involvement ensures better results • Anticipates and exploits business opportunities for higher revenue and greater margin contribution 	<ul style="list-style-type: none"> • Keeps the organization focused on directing resources towards highly profitable, revenue growth opportunities; helps the organization avoid marginal opportunities • Has a long history of demonstrating high regard for company profitability / financial strength; consistently adds to the profitability and financial strength of the company • Coaches others to actively seek accountability and measure performance; helps them to take immediate and appropriate action • Is well known in the organization for consistently exceeding targets and commitments set • Helps other leaders to anticipate what is happening in the industry and marketplace and consistently identify positioning for the company that enables it to exploit the most profitable opportunities • Coaches others to hold staff accountable and measures performance; helps them to take immediate and appropriate action • Helps others to understand the linkage from spending to shareholder return; helps them to ensure the necessary return on investment • Is well known in the organization for exceeding targets set • Champions the need to engage in cross-functional dialogue and decision-making • Keeps the organization focused on anticipating and exploiting business opportunities for higher revenue and greater margin contribution