

30 - Global Perspective - The ability to recognize and address issues that are outside our national perspective. Issues are viewed without any pre-set biases or limitations. Being objective, utilizing a broad framework in making judgments in domestic and international activities. Ability to see the “big picture”.

	Basic	Proficient	Advanced
Professional/ Specialist	<ul style="list-style-type: none"> • Has limited global experience: to some degree considers problems and opportunities from a global perspective • Understands group strategy, the role of the local business • Culturally aware of business in local terms • Understands global and local impacts on day-to-day activities • Aligns global strategy with local considerations • Keeps abreast of global influences • Participates in global initiatives • Aligns local interests with global considerations • Supports global activities • Understands global issues; lacks international experience 	<ul style="list-style-type: none"> • Has global experience: considers problems and opportunities from a global perspective • Understands group strategy, the role of the local business: “walks the talk” • Culturally aware and demonstrates ability to conduct business in local terms • Understands and takes into account global and local impacts on day-to-day activities • Aligns global strategy and tactics with local considerations • Keeps abreast of global influences on the local business • Role model for staff on global initiatives • Aligns and manages local interests with global considerations • Proactive – prepares locally to support global activities • Empathetic and sensitive to global issues, but may lack international experience 	<ul style="list-style-type: none"> • Has extensive global experience: clearly considers problems and opportunities from a global perspective • Expert on group strategy, the role of the local business: well known as one who “walks the talk” • Culturally knowledgeable and successfully conducts business in local terms • Successfully prepares for global and local impacts on day-to-day activities • Skillfully aligns global strategy and tactics to address local considerations • Anticipates global influences on the local business • Well known expert in the organization on global initiatives • Successfully aligns and manages local interests with global considerations • Extremely proactive – anticipates and prepares locally to support global activities • Empathetic and sensitive to global issues; has international experience

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Supervisor/ Manager	<ul style="list-style-type: none"> • Has limited global experience: to some degree considers problems and opportunities from a global perspective • Understands group strategy, the role of the local business • Culturally aware of business in local terms • Understands global and local impacts on day-to-day activities • Aligns global strategy with local considerations • Keeps abreast of global influences • Participates in global initiatives • Aligns local interests with global considerations • Supports global activities • Understands global issues; lacks international experience 	<ul style="list-style-type: none"> • Has global experience: considers problems and opportunities from a global perspective • Understands group strategy, the role of the local business: “walks the talk” • Culturally aware and demonstrates ability to conduct business in local terms • Understands and takes into account global and local impacts on day-to-day activities • Aligns global strategy and tactics with local considerations • Keeps abreast of global influences on the local business • Role model for staff on global initiatives • Aligns and manages local interests with global considerations • Proactive – prepares locally to support global activities • Empathetic and sensitive to global issues, but may lack international experience 	<ul style="list-style-type: none"> • Has extensive global experience: clearly considers problems and opportunities from a global perspective • Expert on group strategy, the role of the local business: well known as one who “walks the talk” • Culturally knowledgeable and successfully conducts business in local terms • Successfully prepares for global and local impacts on day-to-day activities • Skillfully aligns global strategy and tactics to address local considerations • Anticipates global influences on the local business • Well known expert in the organization on global initiatives • Successfully aligns and manages local interests with global considerations • Extremely proactive – anticipates and prepares locally to support global activities • Empathetic and sensitive to global issues; has international experience

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Director/ Executive	<ul style="list-style-type: none"> • Has global experience: considers problems and opportunities from a global perspective • Understands group strategy, the role of the local business: “walks the talk” • Culturally aware and demonstrates ability to conduct business in local terms • Understands and takes into account global and local impacts on day-to-day activities • Aligns global strategy and tactics with local considerations • Keeps abreast of global influences on the local business • Role model for staff on global initiatives • Aligns and manages local interests with global considerations • Proactive – prepares locally to support global activities • Empathetic and sensitive to global issues, but may lack international experience 	<ul style="list-style-type: none"> • Has extensive global experience: clearly considers problems and opportunities from a global perspective • Expert on group strategy, the role of the local business: well known as one who “walks the talk” • Culturally knowledgeable and successfully conducts business in local terms • Successfully prepares for global and local impacts on day-to-day activities • Skillfully aligns global strategy and tactics to address local considerations • Anticipates global influences on the local business • Well known expert in the organization on global initiatives • Successfully aligns and manages local interests with global considerations • Extremely proactive – anticipates and prepares locally to support global activities • Empathetic and sensitive to global issues; has international experience 	<ul style="list-style-type: none"> • Has extensive global experience: creates a culture in the organization that clearly considers problems and opportunities from a global perspective • Is known throughout the organization as an expert on group strategy, the role of the local business: always “walks the talk” • Has a history of being culturally knowledgeable and successful in conducting business in local terms • Successfully anticipates, plans, and prepares for global and local impacts on day-to-day activities • Skillfully aligns global strategy and tactics to address all local considerations • Anticipates global influences on the local business; has a track record success being proactive • Well known expert inside and outside the organization on global initiatives • Has a history of successfully aligning and managing local interests with global considerations • Is well known for being extremely proactive – anticipates and prepares locally to effectively support global activities • Is an expert at being empathetic and sensitive to global issues; has extensive international experience