

COMPETENCY BY JOB ROLE AND PROFICIENCY LEVEL

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1 - Establishing Focus - The ability to develop and communicate goals in support of the business' mission.

	BASIC	PROFICIENT	ADVANCED
Professional/ Specialist	<i>Not Applicable</i>	<i>Not Applicable</i>	<i>Not Applicable</i>
	BASIC	PROFICIENT	ADVANCED
Supervisor/ Manager	<ul style="list-style-type: none"> • Acts to align own unit's goals with the business • Communicates the business's mission to people in the unit • Communicates the unit's mission to the people • Develops goals that relate to the business's mission 	<ul style="list-style-type: none"> • Acts to align own unit's goals with the strategic direction of the business • Ensures that people in the unit understand how their work relates to the business's mission • Ensures that everyone understands and identifies with the unit's mission • Ensures that the unit develops goals and a plan to help fulfill the business's mission 	<ul style="list-style-type: none"> • Clearly and distinctly aligns own unit's goals with the mission and strategic direction of the business • Ensures that people in the unit understand and see how their individual goals and work specifically relate to the business's mission • Ensures that everyone understands, identifies with, and "buys into" the unit's mission • Ensures all individuals in the unit develop goals and specific plans to help fulfill the business's mission
	BASIC	PROFICIENT	ADVANCED
Director/ Executive	<ul style="list-style-type: none"> • Acts to align own unit's goals with the direction of the business • Ensures that people in the unit understand how their work relates to the business's mission • Ensures that everyone understands and identifies with the unit's mission • Ensures that the unit develops goals and a plan to help fulfill the business's mission 	<ul style="list-style-type: none"> • Clearly and distinctly aligns own unit's goals with the mission and strategic direction of the business • Ensures that people in the unit understand and see how their individual goals and work specifically relate to the business's mission • Ensures that everyone understands, identifies with, and "buys into" the unit's mission • Ensures all individuals in the unit develop goals and specific plans to help fulfill the business's mission 	<ul style="list-style-type: none"> • Is a role model for clearly and distinctly aligning own unit's goals with the mission and strategic direction of the business; helps others leaders to do the same • Creates a culture that ensures that people in the organization understand and see how their individual goals and work specifically relates to the business's mission • Ensures that leaders in the organization understand, identify with, and "buy into" the business's mission • Has a long track record of always ensuring that the organization develops goals and a specific plans to help fulfill the business's mission

2 - Providing Motivational Support - Skill at enhancing others' commitment to their work.

	BASIC	PROFICIENT	ADVANCED
Professional/ Specialist	<ul style="list-style-type: none"> • Knows the achievements of people • Acknowledges people for their contributions • Takes pride in the group and tells people to recognize their accomplishments • Tries to make people's work rewarding • Voices commitment to a process • Identifies morale problems; tries to deal with them • Gives talks or presentations to groups 	<ul style="list-style-type: none"> • Recognizes and rewards people for their achievements • Acknowledges and thanks people for their contributions • Expresses pride in the group and encourages people to feel good about their accomplishments • Finds creative ways to make people's work rewarding • Signals own commitment to a process by being personally present and involved at key events • Identifies and promptly tackles morale problems • Gives talks or presentations that energize groups 	<ul style="list-style-type: none"> • Recognizes and finds creative ways to reward people for their achievements; motivates them to do more • Publically and personally acknowledges and thanks people for their contributions • Expresses pride in the group on a regular basis and encourages people to take pride and feel good about their accomplishments • Finds creative ways to make people's work rewarding and helps them stay engaged no matter the task • Signals own commitment to a process by being personally present and actively involved at key events; demonstrates commitment by both words and actions • Identifies and promptly tackles morale problems; takes appropriate actions to deal with morale problems • Gives compelling talks or presentations that energize and motivate groups

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3 - Fostering Teamwork - As a team member, the ability and desire to work cooperatively with others on a team; as a team leader, interest, skill, and success in getting groups to work together cooperatively.

	Basic	Proficient	Advanced
Professional/ Specialist	<ul style="list-style-type: none"> • Listens to other team members' ideas • Does not always share his/her concerns with team members • Expresses disagreements, but often in a critical or disparaging way • Sometimes reinforces team members for their contributions • Tends to give only positive feedback to other team members • Provides assistance to others only when asked • Works for solutions that certain members support • Hesitates to share his/her expertise with others • Works on teams when asked • Provides assistance, information, or other support to others when asked 	<ul style="list-style-type: none"> • Listens and responds constructively to other team members' ideas; offers support for others' ideas and proposals • Is open with other team members about his/her concerns • Expresses disagreement constructively (e.g., by emphasizing points of agreement, suggesting alternatives that may be acceptable to the group) • Reinforces team members for their contributions • Gives honest and constructive feedback to other team members • Provides assistance to others when they need it • Works for solutions that all team members can support • Shares his/her expertise with others • Seeks opportunities to work on teams as a means to develop experience and knowledge • Provides assistance, information, or other support to others, to build or maintain relationships with them 	<ul style="list-style-type: none"> • Listens and responds in a very positive and constructive way to other team members' ideas, ensuring that they don't feel inferior or insulted; encourages and offers support for others' ideas and proposals • Is open with other team members about his/her concerns; expresses them in a constructive and cooperative way • Expresses disagreement in a tactful and constructive manner; ensures others do not feel inferior or insulted • Provides positive and encouraging reinforcement to team members for their contributions • Gives honest and constructive feedback to other team members in a way that maintains their self esteem • Regularly provides assistance to others when they need it; ensures others do not feel inferior or insulted • Works for solutions that all team members can support; brings the team together in support of the solution • Shares his/her expertise with others in a way that is positive and productive • Seeks opportunities to become actively involved working on teams as a means to develop experience and knowledge; learning from others and from the experience • Provides valuable assistance, information, or other support to others, to build or maintain relationships with them and foster a cooperative team spirit

3 - Fostering Teamwork - As a team member, the ability and desire to work cooperatively with others on a team; as a team leader, interest, skill, and success in getting groups to work together cooperatively.

	Basic	Proficient	Advanced
Supervisor/ Manager	<ul style="list-style-type: none"> • Provides limited opportunities for people to learn to work together as a team • Enlists the active participation of those who have experience and knowledge • Promotes cooperation within the work unit, but not outside the work unit • Ensures that most team members are treated fairly • Recognizes the behaviors that contribute to teamwork 	<ul style="list-style-type: none"> • Provides opportunities for people to learn to work together as a team • Enlists the active participation of everyone • Promotes cooperation with other work units • Ensures that all team members are treated fairly • Recognizes and encourages the behaviors that contribute to teamwork 	<ul style="list-style-type: none"> • Provides valuable opportunities for people to learn to successfully work together as a team • Enlists the active participation of everyone; ensures all involved are engaged and working cooperatively • Promotes cooperation with other work units; intervenes when necessary to ensure cooperation is taking place • Ensures that all team members are treated fairly; constructively deals with individuals or groups when it is not happening • Recognizes and encourages the behaviors that contribute to teamwork; helps groups to work together cooperatively
	Basic	Proficient	Advanced
Director/ Executive	<ul style="list-style-type: none"> • Provides opportunities for people to learn to work together as a team • Enlists the active participation of everyone • Promotes cooperation with other work units • Ensures that all team members are treated fairly • Recognizes and encourages the behaviors that contribute to teamwork 	<ul style="list-style-type: none"> • Provides valuable opportunities for people to learn to successfully work together as a team • Enlists the active participation of everyone; ensures all involved are engaged and working cooperatively • Promotes cooperation with other work units; intervenes when necessary to ensure cooperation is taking place • Ensures that all team members are treated fairly; constructively deals with individuals or groups when it is not happening • Recognizes and encourages the behaviors that contribute to teamwork; helps groups to work together cooperatively 	<ul style="list-style-type: none"> • Encourages and helps other leaders provide valuable opportunities for people to learn to successfully work together as a team • Creates a culture that enlists the active participation of everyone; ensures all involved are engaged and working cooperatively • Is well known in the organization for promoting cooperation with other work units; intervenes when necessary to ensure cooperation is taking place • Demonstrates a passion for ensuring that all team members are treated fairly; constructively deals with individuals or groups when it is not happening • Is the expert at recognizing and encouraging the behaviors that contribute to teamwork; coaches other leaders to help groups to work together cooperatively

4 - Empowering Others - Conveying confidence in employees' ability to be successful, especially at challenging new tasks; delegating significant responsibility and authority; allowing employees freedom to decide how they will accomplish their goals and resolve issues.

	Basic	Proficient	Advanced
Professional/ Specialist	<i>Not Applicable</i>	<i>Not Applicable</i>	<i>Not Applicable</i>
	Basic	Proficient	Advanced
Supervisor/ Manager	<ul style="list-style-type: none"> • Allows people some freedom and autonomy to make their own decisions in their own sphere of work • Allows others to make minor decisions, but wants to be involved in the major decisions • Allows individuals and groups to draft their own goals • Has faith in the ability of others to be successful • Is involved with groups to resolve problems; tends to prescribe solutions 	<ul style="list-style-type: none"> • Gives people latitude to make decisions in their own sphere of work • Is able to let others make decisions and take charge • Encourages individuals and groups to set their own goals, consistent with business goals • Expresses confidence in the ability of others to be successful • Encourages groups to resolve problems on their own; avoids prescribing a solution 	<ul style="list-style-type: none"> • Coaches people to make decisions and gives them latitude to do so in their own sphere of work • Coaches others to take charge of all aspects of their work and make decisions, even in challenging new tasks • Empowers and enables individuals and groups to set their own goals, consistent with business goals • Conveys a sense of confidence and certainty in the ability of others to be successful • Coaches and encourages groups to resolve problems on their own; avoids prescribing a solution
	Basic	Proficient	Advanced
Director/ Executive	<ul style="list-style-type: none"> • Gives people latitude to make decisions in their own sphere of work • Is able to let others make decisions and take charge • Encourages individuals and groups to set their own goals, consistent with business goals • Expresses confidence in the ability of others to be successful • Encourages groups to resolve problems on their own; avoids prescribing a solution 	<ul style="list-style-type: none"> • Coaches people to make decisions and gives them latitude to do so in their own sphere of work • Coaches others to take charge of all aspects of their work and make decisions, even in challenging new tasks • Empowers and enables individuals and groups to set their own goals, consistent with business goals • Conveys a sense of confidence and certainty in the ability of others to be successful • Coaches and encourages groups to resolve problems on their own; avoids prescribing a solution 	<ul style="list-style-type: none"> • Instills a culture in the organization to coach people to make decisions and give them latitude to do so in their own sphere of work • Instills a culture in the organization to coach others to take charge of all aspects of their work and make decisions, even in challenging new tasks • Demonstrates a passion for empowering and enabling individuals and groups to set their own goals, consistent with business strategy and goals • Encourages and enables other leaders to convey a sense of confidence and certainty in the ability of others to be successful • Helps other leaders to coach and encourage groups to resolve problems on their own; avoids prescribing a solution

5 - Managing Change - Demonstrating support for innovation and for organizational changes needed to improve the organization’s effectiveness; supporting, initiating, sponsoring, and implementing organizational change; helping others to successfully manage organizational change.

	Basic	Proficient	Advanced
Professional/ Specialist	<ul style="list-style-type: none"> • Works to produce innovative solutions • Accepts the need to set new business directions, partnerships, policies or procedures • Believes in the need to influence the future direction of an organizational unit or the overall business • Encourages people to have a clear understanding of the changes taking place in the organization • Believes in various change management activities (e.g., communications, education, team development. coaching) • Accepts the need for structures and processes to plan and manage the orderly implementation of change • Encourages individuals and groups to stay positive during significant change • Participates in groups or teams through the problem solving and creative thinking processes leading to the development and implementation of new approaches, systems, structures and methods 	<ul style="list-style-type: none"> • Works cooperatively with others to produce innovative solutions • Takes the lead or supports the setting new business directions, partnerships, policies or procedures • Seizes opportunities to influence the future direction of an organizational unit or the overall business • Helps people to develop a clear understanding of what they will need to do differently, as a result of changes in the organization • Implements or supports various change management activities (e.g., communications, education, team development. coaching) • Establishes or supports structures and processes to plan and manage the orderly implementation of change • Helps individuals and groups manage the anxiety associated with significant change • Facilitates groups or teams through the problem solving and creative thinking processes leading to the development and implementation of new approaches, systems, structures and methods 	<ul style="list-style-type: none"> • Works cooperatively with others to produce innovative, practical, and cost effective solutions • Takes the lead or supports the setting new business directions, partnerships, policies or procedures that produce effective results • Seizes opportunities to influence the future direction of an organizational unit or the overall business resulting in positive outcomes • Coaches and counsels people to develop a clear understanding and acceptance of what they will need to do differently, as a result of changes in the organization • Implements or supports various change management activities (e.g., communications, education, team development. coaching); helps people to successfully accept and adapt to change • Establishes or supports structures and processes to plan and manage the orderly implementation of change; effective and efficient at implementing change initiatives • Coaches and counsels individuals and groups manage the anxiety associated with significant change • Extremely proficient at facilitating groups or teams through the problem solving and creative thinking processes leading to the development and implementation of practical, cost effective new approaches, systems, structures and methods

5 - Managing Change - Demonstrating support for innovation and for organizational changes needed to improve the organization’s effectiveness; supporting, initiating, sponsoring, and implementing organizational change; helping others to successfully manage organizational change.

	Basic	Proficient	Advanced
Supervisor/ Manager	<ul style="list-style-type: none"> • Works to produce innovative solutions • Accepts the need to set new business directions, partnerships, policies or procedures • Believes in the need to influence the future direction of an organizational unit or the overall business • Encourages people to have a clear understanding of the changes taking place in the organization • Believes in various change management activities (e.g., communications, education, team development. coaching) • Accepts the need for structures and processes to plan and manage the orderly implementation of change • Encourages individuals and groups to stay positive during significant change • Participates in groups or teams through the problem solving and creative thinking processes leading to the development and implementation of new approaches, systems, structures and methods 	<ul style="list-style-type: none"> • Works cooperatively with others to produce innovative solutions • Takes the lead or supports the setting new business directions, partnerships, policies or procedures • Seizes opportunities to influence the future direction of an organizational unit or the overall business • Helps people to develop a clear understanding of what they will need to do differently, as a result of changes in the organization • Sponsors, implements or supports various change management activities (e.g., communications, education, team development. coaching) • Establishes or supports structures and processes to plan and manage the orderly implementation of change • Helps individuals and groups manage the anxiety associated with significant change • Facilitates groups or teams through the problem solving and creative thinking processes leading to the development and implementation of new approaches, systems, structures and methods 	<ul style="list-style-type: none"> • Works cooperatively with others to produce innovative, practical, and cost effective solutions • Takes the lead or supports the setting new business directions, partnerships, policies or procedures that produce effective results • Seizes opportunities to influence the future direction of an organizational unit or the overall business resulting in positive outcomes • Coaches and counsels people to develop a clear understanding and acceptance of what they will need to do differently, as a result of changes in the organization • Sponsors, implements or supports various change management activities (e.g., communications, education, team development. coaching); helps people to successfully accept and adapt to change • Establishes or supports structures and processes to plan and manage the orderly implementation of change; effective and efficient at implementing change initiatives • Coaches and counsels individuals and groups manage the anxiety associated with significant change • Extremely proficient at facilitating groups or teams through the problem solving and creative thinking processes; develops and implements practical, cost effective new approaches, systems, structures and methods

5 - Managing Change - Demonstrating support for innovation and for organizational changes needed to improve the organization’s effectiveness; supporting, initiating, sponsoring, and implementing organizational change; helping others to successfully manage organizational change.

	Basic	Proficient	Advanced
Director/ Executive	<ul style="list-style-type: none"> • Works cooperatively with others to produce innovative solutions • Takes the lead or supports the setting new business directions, partnerships, policies or procedures • Seizes opportunities to influence the future direction of an organizational unit or the overall business • Helps people to develop a clear understanding of what they will need to do differently, as a result of changes in the organization • Sponsors, implements or supports various change management activities (e.g., communications, education, team development. coaching) • Establishes or supports structures and processes to plan and manage the orderly implementation of change • Helps individuals and groups manage the anxiety associated with significant change • Facilitates groups or teams through the problem solving and creative thinking processes leading to the development and implementation of new approaches, systems, structures and methods 	<ul style="list-style-type: none"> • Works cooperatively with others to produce innovative, practical, and cost effective solutions • Takes the lead or supports the setting new business directions, partnerships, policies or procedures that produce effective results • Seizes opportunities to influence the future direction of an organizational unit or the overall business resulting in positive outcomes • Coaches and counsels people to develop a clear understanding and acceptance of what they will need to do differently, as a result of changes in the organization • Sponsors, implements or supports various change management activities (e.g., communications, education, team development. coaching); helps people to successfully accept and adapt to change • Establishes or supports structures and processes to plan and manage the orderly implementation of change; effective and efficient at implementing change initiatives • Coaches and counsels individuals and groups manage the anxiety associated with significant change • Extremely proficient at facilitating groups or teams through the problem solving and creative thinking processes; develops and implements practical, cost effective new approaches, systems, structures and methods 	<ul style="list-style-type: none"> • Creates a culture in the organization to work cooperatively with others to produce innovative, practical, and cost effective solutions • Champions the need to take the lead or support the setting new business directions, partnerships, policies or procedures that produce effective results • Is a role model for seizing opportunities to influence the future direction of an organizational unit or the overall business resulting in positive outcomes • Helps other leaders to coach and counsel people to develop a clear understanding and acceptance of what they will need to do differently, as a result of changes in the organization • Encourages and coaches other leaders to sponsor, implement or support various change management activities (e.g., communications, education, team development. coaching); helps people to successfully accept and adapt to change • Has a long track record of establishing or supporting structures and processes to plan and manage the orderly implementation of change; effective and efficient at implementing change initiatives • Helps other leaders to coach and counsel individuals and groups manage the anxiety associated with significant change • Is well known in the organization for coaching others to be extremely proficient at facilitating groups or teams through the problem solving and creative thinking processes; helps others develop and implement practical, cost effective new approaches, systems, structures and methods

6 - Developing Others - Willingness to delegate responsibility and to work with others and coach them to develop their capabilities.

	Basic	Proficient	Advanced
Professional/ Specialist	<ul style="list-style-type: none"> • Provides general feedback to others • Offers some information, advice, or suggestions when asked • Understands the importance of developing others • Encourages others 	<ul style="list-style-type: none"> • Provides helpful, behaviorally specific feedback to others • Shares information, advice, and suggestions to help others be more successful; provides effective coaching • Recognizes and reinforces people’s development efforts and improvements • Expresses confidence in others’ ability to be successful 	<ul style="list-style-type: none"> • Provides helpful, behaviorally specific feedback and suggestions to others; ensures they do not feel inferior or insulted • Proactively shares specific information, advice, and suggestions to help others be more successful; effectively coaches by sharing valuable insight and knowledge • Recognizes and reinforces the developmental efforts others and celebrates their improvements • Motivates others by expressing confidence in their ability to be successful
	Basic	Proficient	Advanced
Supervisor/ Manager	<ul style="list-style-type: none"> • Provides general feedback to others • Offers some information, advice, and suggestions when asked • Delegates to get routine tasks accomplished • Reviews development progress with employees as time permits • Tracks people’s development efforts • Wants others to be successful 	<ul style="list-style-type: none"> • Provides helpful, behaviorally specific feedback to others • Shares information, advice, and suggestions to help others to be more successful; provides effective coaching • Gives people assignments that will help develop their abilities • Regularly meets with employees to review their development progress • Tracks, recognizes and reinforces people’s development efforts and improvements • Expresses confidence in others’ ability to be successful 	<ul style="list-style-type: none"> • Uses regularly scheduled feedback sessions with others to provide helpful, behaviorally specific feedback and suggestions in a way that preserves and enhances self-esteem • Proactively shares specific information, advice, and suggestions to help others be more successful; effectively coaches by sharing valuable insight and knowledge to help others develop their capabilities • Delegates challenging assignments to people that will specifically help them develop their abilities • Regularly meets with employees to review their development plans, progress, and provide coaching • Tracks, recognizes and reinforces the developmental efforts; motivates them to develop their capabilities, and celebrates their improvements • Expresses confidence in a way that makes others believe in their ability to be successful

6 - Developing Others - Willingness to delegate responsibility and to work with others and coach them to develop their capabilities.

	Basic	Proficient	Advanced
Director/ Executive	<ul style="list-style-type: none"> • Provides helpful, behaviorally specific feedback to others • Shares information, advice, and suggestions to help others to be more successful; provides effective coaching • Gives people assignments that will help develop their abilities • Regularly meets with employees to review their development progress • Tracks, recognizes and reinforces people's development efforts and improvements • Expresses confidence in others' ability to be successful 	<ul style="list-style-type: none"> • Uses regularly scheduled feedback sessions with others to provide helpful, behaviorally specific feedback and suggestions in a way that preserves and enhances self-esteem • Proactively shares specific information, advice, and suggestions to help others be more successful; effectively coaches by sharing valuable insight and knowledge to help others develop their capabilities • Delegates challenging assignments to people that will specifically help them develop their abilities • Regularly meets with employees to review their development plans, progress, and provide coaching • Tracks, recognizes and reinforces the developmental efforts; motivates them to develop their capabilities, and celebrates their improvements • Expresses confidence in a way that makes others believe in their ability to be successful 	<ul style="list-style-type: none"> • Creates a culture where helpful, behaviorally specific feedback for growth and development is valued and recognized; making the organization more successful • Develops, coaches, and mentors, other leaders with detailed information, advice, and suggestions that make them more successful • Creates challenging roles, responsibilities and developmental assignments that enhance the capabilities of others • Creates a culture that continually reviews developmental plans and progress; encourages, supports, and coaches other leaders to do the same • Keeps the organization focused on tracking, recognizing and reinforcing the developmental efforts; motivates others to develop their capabilities, and celebrates their improvements • Champions the need in the organization to regularly express confidence in others and make them believe in their ability to be successful

7 - Managing Performance - Taking responsibility for one’s own or one’s employees’ performance, by setting clear goals and expectations, tracking progress against the goals, ensuring feedback, and addressing performance problems and issues promptly.

	Basic	Proficient	Advanced
Professional/ Specialist	<ul style="list-style-type: none"> • With his/her manager, sets goals that are realistic but challenging • With his/her manager, clarifies general expectations • Obtains the information, resources, and training needed to accomplish his/her work effectively • Is reluctant to notify his/her manager about any problems that affect his/her ability to accomplish planned goals • Occasionally seeks performance feedback from his/her manager • Prepares a personal development plan with general goals • Seeks to develop skills needed for effectiveness in current job 	<ul style="list-style-type: none"> • With his/her manager, sets specific, measurable goals that are realistic but challenging, with dates for accomplishment • With his/her manager, clarifies expectations about what will be done and how • Enlists his/her manager’s support in obtaining the information, resources, and training needed to accomplish his/her work effectively • Promptly notifies his/her manager about any problems that affect his/her ability to accomplish planned goals • Seeks performance feedback from his/her manager and from others with whom he/she interacts on the job • Prepares a personal development plan with specific goals and a timeline for their accomplishment • Takes significant action to develop skills needed for effectiveness in current or future job 	<ul style="list-style-type: none"> • With his/her manager, sets specific, measurable goals that are realistic but challenging, with key milestones and dates for accomplishment • With his/her manager, clarifies expectations about what will be done, how, and when • Enlists his/her manager’s direction and support in obtaining the information, resources, and training needed to accomplish his/her work effectively; keeps manager informed of their value and effectiveness • Promptly notifies his/her manager about any problems that affect his/her ability to accomplish planned goals; suggests actions to deal with problems • Regularly seeks specific performance feedback from his/her manager and from others with whom he/she interacts on the job • Prepares a personal development plan with specific goals and a timeline for their accomplishment; obtains input and feedback from manager • Takes significant action to develop skills needed for effectiveness in current or future job; obtains input, coaching, and feedback from manager

7 - Managing Performance - Taking responsibility for one’s own or one’s employees’ performance, by setting clear goals and expectations, tracking progress against the goals, ensuring feedback, and addressing performance problems and issues promptly.

	Basic	Proficient	Advanced
Supervisor/ Manager	<ul style="list-style-type: none"> • Ensures that employees have goals • Sets and communicates performance standards • Encourages employees in their efforts to achieve job goals • Strives to stay informed about employees’ programs and performance through formal methods (e.g., status reports) • Provides performance feedback, as soon as possible after an event • Deals with performance problems; lets people know what is expected of them 	<ul style="list-style-type: none"> • Ensures that employees have clear goals and responsibilities • Works with employees to set and communicate performance standards that are specific and measurable • Supports employees in their efforts to achieve job goals (e.g., by providing resources, removing obstacles, acting as a buffer) • Keeps informed about employees’ programs and performance through both formal methods (e.g., status reports) and informal methods (e.g., management by walking around) • Provides specific performance feedback, both positive and corrective, as soon as possible after an event • Deals firmly and promptly with performance problems; lets people know what is expected of them and when 	<ul style="list-style-type: none"> • Ensures that employees have clear and measurable goals and responsibilities; employees know what is expected of them • Works with employees to set and communicate performance standards that are specific and measurable; employees clearly understand how their performance will be will be measured • Coaches employees and supports them in their efforts to achieve job goals (e.g., by providing resources, removing obstacles, acting as a buffer); helps them achieve goals • Regularly tracks progress of employees’ programs and performance through both formal methods (e.g., status reports) and informal methods (e.g., management by walking around); anticipates and deals with issues in a proactive manner • Provides specific performance feedback, both positive and corrective, as soon as possible after an event; improves employee performance • Anticipates and deals firmly and promptly with performance problems; lets people know specifically what is the current versus expected level of performance

7 - Managing Performance - Taking responsibility for one’s own or one’s employees’ performance, by setting clear goals and expectations, tracking progress against the goals, ensuring feedback, and addressing performance problems and issues promptly.

	Basic	Proficient	Advanced
Director/ Executive	<ul style="list-style-type: none"> • Ensures that employees have clear goals and responsibilities • Works with employees to set and communicate performance standards that are specific and measurable • Supports employees in their efforts to achieve job goals (e.g., by providing resources, removing obstacles, acting as a buffer) • Keeps informed about employees’ programs and performance through both formal methods (e.g., status reports) and informal methods (e.g., management by walking around) • Provides specific performance feedback, both positive and corrective, as soon as possible after an event • Deals firmly and promptly with performance problems; lets people know what is expected of them and when 	<ul style="list-style-type: none"> • Ensures that employees have clear and measurable goals and responsibilities; employees know what is expected of them • Works with employees to set and communicate performance standards that are specific and measurable; employees clearly understand how their performance will be will be measured • Coaches employees and supports them in their efforts to achieve job goals (e.g., by providing resources, removing obstacles, acting as a buffer); helps them achieve goals • Regularly tracks progress of employees’ programs and performance through both formal methods and informal methods; anticipates and deals with issues in a proactive manner • Provides specific performance feedback, both positive and corrective, as soon as possible after an event; improves employee performance • Anticipates and deals firmly and promptly with performance problems; lets people know specifically what is the current versus expected level of performance 	<ul style="list-style-type: none"> • Champions the need in the organization to ensure that all employees have clear and measurable goals and responsibilities; works to ensure all employees know what is expected of them • Demonstrates a passion for working with employees to set and communicate performance standards that are specific and measurable; ensures employees clearly understand how their performance will be will be measured • Helps other leaders to coach employees and supports them in their efforts to achieve job goals (e.g., by providing resources, removing obstacles, acting as a buffer); helps them achieve goals • Creates a culture that regularly tracks progress of employees’ programs and performance through both formal methods and informal methods; anticipates and deals with issues in a proactive manner • Drives self/organization to provide specific performance feedback, both positive and corrective, as soon as possible after an event; coaches other leaders on how to improve employee performance • Is well known in the organization for anticipating and dealing firmly and promptly with performance problems; lets people know specifically what is the current versus expected level of performance

8 - Fostering Diversity - Working effectively with all races, nationalities, cultures, disabilities, ages and sexes. Promoting equal and fair treatment and opportunity for all.

	Basic	Proficient	Advanced
Professional/ Specialist	<ul style="list-style-type: none"> • Seeks information from others who have different personalities, backgrounds, and styles • Interacts with others who have a diversity of cultural and demographic backgrounds • Tries to make it easy for others to feel valuable regardless of diversity in personality, culture, or background • Attempts to Include in conversations people with diverse cultural backgrounds • Does some recruiting or orienting employees with a diversity of cultural and demographic backgrounds strives 	<ul style="list-style-type: none"> • Proactively seeks information from others who have different personalities, backgrounds, and styles; includes them in decision-making and problem solving • Communicates and cooperates with others who have a diversity of cultural and demographic backgrounds • Makes it easy for others to feel valuable regardless of diversity in personality, culture, or background • Includes in conversations people with diverse cultural backgrounds, and invites them to be part of informal work-related activities, such as going to lunch or attending company social events • Helps recruit and orient employees with a diversity of cultural and demographic backgrounds 	<ul style="list-style-type: none"> • Proactively obtains and uses information from others who have different personalities, backgrounds, and styles; effectively includes them in decision-making and problem solving • Communicates, cooperates, and works extremely well with others who have a diversity of cultural and demographic backgrounds • Very skillful at making it easy for others to feel valuable regardless of diversity in personality, culture, or background • Always Includes in conversations people with diverse cultural backgrounds, and invites them to be part of informal work-related activities, such as going to lunch or attending company social events; make everyone a valued member of the group • Actively involved in recruiting and orienting employees with a diversity of cultural and demographic backgrounds
	Basic	Proficient	Advanced
Supervisor/ Manager	<ul style="list-style-type: none"> • Seeks information from others who have different personalities, backgrounds, and styles • Interacts with others who have a diversity of cultural and demographic backgrounds • Tries to make it easy for others to feel valuable regardless of diversity in personality, culture, or background • Attempts to Include in conversations people with diverse cultural backgrounds • Attempts to hire and develop people with a diversity of cultural and demographic backgrounds 	<ul style="list-style-type: none"> • Proactively seeks information from others who have different personalities, backgrounds, and styles; includes them in decision-making and problem solving • Communicates and cooperates with others who have a diversity of cultural and demographic backgrounds • Makes it easy for others to feel valuable regardless of diversity in personality, culture, or background • Includes in conversations people with diverse cultural backgrounds, and invites them to be part of informal work-related activities, such as going to lunch or attending company social events • Hires and develops people with a diversity of cultural and demographic backgrounds 	<ul style="list-style-type: none"> • Proactively obtains and uses information from others who have different personalities, backgrounds, and styles; effectively includes them in decision-making and problem solving • Communicates, cooperates, and works extremely well with others who have a diversity of cultural and demographic backgrounds • Very skillful at making it easy for others to feel valuable regardless of diversity in personality, culture, or background • Always includes in conversations people with diverse cultural backgrounds, and invites them to be part of informal work-related activities, such as going to lunch or attending company social events; makes everyone feel like they are a valued member of the group • Regularly hires and develops people with a diversity of cultural and demographic backgrounds

8 - Fostering Diversity - Working effectively with all races, nationalities, cultures, disabilities, ages and sexes. Promoting equal and fair treatment and opportunity for all.

	Basic	Proficient	Advanced
Director/ Executive	<ul style="list-style-type: none"> • Proactively seeks information from others who have different personalities, backgrounds, and styles; includes them in decision-making and problem solving • Communicates and cooperates with others who have a diversity of cultural and demographic backgrounds • Makes it easy for others to feel valuable regardless of diversity in personality, culture, or background • Includes in conversations people with diverse cultural backgrounds, and invites them to be part of informal work-related activities, such as going to lunch or attending company social events • Hires and develops people with a diversity of cultural and demographic backgrounds 	<ul style="list-style-type: none"> • Proactively obtains and uses information from others who have different personalities, backgrounds, and styles; effectively includes them in decision-making and problem solving • Communicates, cooperates, and works extremely well with others who have a diversity of cultural and demographic backgrounds • Very skillful at making it easy for others to feel valuable regardless of diversity in personality, culture, or background • Always Includes in conversations people with diverse cultural backgrounds, and invites them to be part of informal work-related activities, such as going to lunch or attending company social events; makes everyone feel like they are a valued member of the group • Regularly hires and develops people with a diversity of cultural and demographic backgrounds 	<ul style="list-style-type: none"> • Creates an environment that proactively obtains and uses information from others who have different personalities, backgrounds, and styles; effectively includes them in decision-making and problem solving • Supports and coaches others to communicate, cooperate, and work extremely well with others who have a diversity of cultural and demographic backgrounds • Is well known in the organization for being very skillful at making it easy for others to feel valuable regardless of diversity in personality, culture, or background • Is well known in the organization for always Including in conversations people with diverse cultural backgrounds, and ensuring they are part of informal work-related activities, such as going to lunch or attending company social events; makes everyone feel like they are a valued member of the group • Has a history of regularly hiring and developing people with a diversity of cultural and demographic backgrounds

9 - Attention to Communication - Ensuring that information is passed on to others who should be kept informed.

	Basic	Proficient	Advanced
Professional/ Specialist	<ul style="list-style-type: none"> Keeps only key individuals involved in a project or effort informed Ensures that most information from his/her management is shared with others Shares information with others who ask for it Uses only one channel or means to communicate important messages (e.g., memos, newsletters, meetings, electronic mail) Tries to keep his/her manager informed about progress and problems Ensures that information is distributed 	<ul style="list-style-type: none"> Ensures that others involved in a project or effort are kept informed about developments and plans Ensures that important information from his/her management is shared with others as appropriate in his/her organizational unit Shares ideas and information with others who might find them useful Uses multiple channels or means to communicate important messages (e.g., memos, newsletters, meetings, electronic mail) Keeps his/her manager informed about progress and problems; avoids surprises Ensures that regular, consistent communication takes place 	<ul style="list-style-type: none"> Ensures everyone involved in a project or effort are kept informed on a regular basis about any developments and plans Is careful to ensure that every piece of important information from his/her management is shared with others on a timely basis as appropriate in his/her organizational unit Shares all ideas and information with others on a timely basis who request or might find them useful Uses multiple channels or means to communicate important messages, but always ensures most appropriate one is used for the situation (e.g., memos, newsletters, meetings, electronic mail) Proactive in keeping his/her manager informed on a regular basis about progress and problems; avoids surprises Ensures that regular, consistent, and effective communication takes place
	Basic	Proficient	Advanced
Supervisor/ Manager	<ul style="list-style-type: none"> Keeps only key individuals involved in a project or effort informed Ensures that most information from his/her management is shared with direct reports Shares information with others who ask for it Uses only one channel or means to communicate important messages (e.g., memos, newsletters, meetings, electronic mail) Tries to keep his/her manager informed about progress and problems Ensures that information is distributed 	<ul style="list-style-type: none"> Ensures that others involved in a project or effort are kept informed about developments and plans Ensures that important information from his/her management is shared with direct reports and others as appropriate in his/her organizational unit Shares ideas and information with others who might find them useful Uses multiple channels or means to communicate important messages (e.g., memos, newsletters, meetings, electronic mail) Keeps his/her manager informed about progress and problems; avoids surprises Ensures that regular, consistent communication takes place 	<ul style="list-style-type: none"> Ensures everyone involved in a project or effort are kept informed on a regular basis about any developments and plans Is careful to ensure that every piece of important information from his/her management is shared with direct reports and others on a timely basis as appropriate in his/her organizational unit Shares all ideas and information on a timely basis with others who request or might find them useful Uses multiple channels or means to communicate important messages, but always ensures most appropriate one is used for the situation (e.g., memos, newsletters, meetings, electronic mail) Proactive in keeping his/her manager informed on a regular basis about progress and problems; avoids surprises Ensures that regular, consistent, and effective communication takes place

9 - Attention to Communication - Ensuring that information is passed on to others who should be kept informed.

	Basic	Proficient	Advanced
Director/ Executive	<ul style="list-style-type: none"> • Ensures that others involved in a project or effort are kept informed about developments and plans • Ensures that important information from his/her management is shared with direct reports and others as appropriate in his/her organizational unit • Shares ideas and information with others who might find them useful • Uses multiple channels or means to communicate important messages (e.g., memos, newsletters, meetings, electronic mail) • Keeps his/her superior informed about progress and problems; avoids surprises • Ensures that regular, consistent communication takes place 	<ul style="list-style-type: none"> • Ensures everyone involved in a project or effort are kept informed on a regular basis about any developments and plans • Is careful to ensure that every piece of important information from his/her management is shared with direct reports and others on a timely basis as appropriate in his/her organizational unit • Shares all ideas and information on a timely basis with others who request or might find them useful • Uses multiple channels or means to communicate important messages, but always ensures most appropriate one is used for the situation (e.g., memos, newsletters, meetings, electronic mail) • Proactive in keeping his/her superior informed on a regular basis about progress and problems; avoids surprises • Ensures that regular, consistent, and effective communication takes place 	<ul style="list-style-type: none"> • Keeps the organization focused on consistently ensuring everyone involved in a project or effort are kept informed about any developments and plans • Is a role model for being careful to ensure that every piece of important information from his/her management is shared with direct reports and others on a timely basis as appropriate in his/her organizational unit • Leads by example by consistently sharing all ideas and information on a timely basis with others who request or might find them useful • Encourages other leaders and promotes the effective use of the most appropriate channels or means to communicate important messages (e.g., memos, newsletters, meetings, electronic mail) • Coaches others to consistently keeps his/her superiors informed about progress and problems; avoids surprises • Helps the organization to ensure that regular, consistent, and effective communication takes place

10 - Oral Communication - Expressing oneself clearly in conversations and interactions with others.

	Basic	Proficient	Advanced
Professional/ Specialist	<ul style="list-style-type: none"> • Speaks in a way that is usually understood • Does not always tailor the content of speech to the level or experience of the audience • At times, does not use appropriate grammar or choice of words in oral speech • Ideas are not always clearly organized or expressed in a concise manner in oral speech • Does not always maintain eye contact when speaking with others • Does not always verify understanding to prevent miscommunication 	<ul style="list-style-type: none"> • Speaks clearly and can be easily understood • Tailors the content of speech to the level and experience of the audience • Uses appropriate grammar and choice of words in oral speech • Organizes and expresses ideas clearly and concisely in oral speech • Maintains eye contact when speaking with others • Summarizes or paraphrases his/her understanding of what others have said, to verify understanding and prevent miscommunication 	<ul style="list-style-type: none"> • Speaks in an extremely clear manner and is very easy to understand • Tailors the content of speech to the level and experience of the audience in such a way that it improves understanding • Consistently uses appropriate grammar and choice of words in oral speech • Ideas are always organized and expressed in a clear and concise manner in oral speech • Maintains eye contact with an individual or group in such a way that it engages the individual/group • Summarizes or paraphrases his/her understanding of what others have said to accurately clarify and confirm understanding; frequently prevents miscommunication from occurring
	Basic	Proficient	Advanced
Supervisor/ Manager	<ul style="list-style-type: none"> • Speaks in a way that is usually understood • Does not always tailor the content of speech to the level or experience of the audience • At times, does not use appropriate grammar or choice of words in oral speech • Ideas are not always clearly organized or expressed in a concise manner in oral speech • Does not always maintain eye contact when speaking with others • Does not always verify understanding to prevent miscommunication 	<ul style="list-style-type: none"> • Speaks clearly and can be easily understood • Tailors the content of speech to the level and experience of the audience • Uses appropriate grammar and choice of words in oral speech • Organizes and expresses ideas clearly and concisely in oral speech • Maintains eye contact when speaking with others • Summarizes or paraphrases his/her understanding of what others have said, to verify understanding and prevent miscommunication 	<ul style="list-style-type: none"> • Speaks in an extremely clear manner and is very easy to understand • Tailors the content of speech to the level and experience of the audience in such a way that it improves understanding • Consistently uses appropriate grammar and choice of words in oral speech • Ideas are always organized and expressed in a clear and concise manner in oral speech • Maintains eye contact with an individual or group in such a way that it engages the individual/group • Summarizes or paraphrases his/her understanding of what others have said to accurately clarify and confirm understanding; frequently prevents miscommunication from occurring

10 - Oral Communication - Expressing oneself clearly in conversations and interactions with others.

	Basic	Proficient	Advanced
Director/ Executive	<ul style="list-style-type: none"> • Speaks in a way that is usually understood • Does not always tailor the content of speech to the level or experience of the audience • At times, does not use appropriate grammar or choice of words in oral speech • Ideas are not always clearly organized or expressed in a concise manner in oral speech • Does not always maintain eye contact when speaking with others • Does not always verify understanding to prevent miscommunication 	<ul style="list-style-type: none"> • Speaks clearly and can be easily understood • Tailors the content of speech to the level and experience of the audience • Uses appropriate grammar and choice of words in oral speech • Organizes and expresses ideas clearly and concisely in oral speech • Maintains eye contact when speaking with others • Summarizes or paraphrases his/her understanding of what others have said, to verify understanding and prevent miscommunication 	<ul style="list-style-type: none"> • Speaks in an extremely clear manner and is very easy to understand • Tailors the content of speech to the level and experience of the audience in such a way that it improves understanding • Consistently uses appropriate grammar and choice of words in oral speech • Ideas are always organized and expressed in a clear and concise manner in oral speech • Maintains eye contact with an individual or group in such a way that it engages the individual/group • Summarizes or paraphrases his/her understanding of what others have said to accurately clarify and confirm understanding; frequently prevents miscommunication from occurring

11 - Written Communication - Expressing oneself clearly in business writing.

	Basic	Proficient	Advanced
Professional/ Specialist	<ul style="list-style-type: none"> • Does not always express ideas in a clear and concise manner in writing • Written ideas are not always clear and organization may not be distinct • Uses one style of written communications to all audiences • Uses graphics or other aids • Sometimes misspells words • At times, writes using vague, non-specific language • Sometimes uses punctuation incorrectly • Is not always grammatically correct • Does not always use an appropriate business writing style 	<ul style="list-style-type: none"> • Expresses ideas clearly and concisely in writing • Organizes written ideas clearly and signals the organization to the reader (e.g., through an introductory paragraph or through use of headings) • Tailors written communications to effectively reach an audience • Uses graphics and other aids to clarify complex or technical information • Spells correctly • Writes using concrete, specific language • Uses punctuation correctly • Writes grammatically • Uses an appropriate business writing style 	<ul style="list-style-type: none"> • Expresses ideas in a very clear, concise, and effective manner in writing • Organizes written ideas in a very clear fashion and conveys the organization to the reader in an effective way (e.g., through an introductory paragraph or through use of headings) • Always tailors written communications in such a way that it effectively communicates the intended message • Uses graphics and other aids to clarify, simplify, and help the audience better understand complex or technical information • Always spells correctly • Writes using clear, concrete, and specific language that improves understanding • Uses punctuation correctly and in such a way that it conveys the true meaning of what is being communicated • Writes in a grammatically correct fashion that improves understanding • Uses an appropriate business writing style that conveys professionalism and expertise

11 - Written Communication - Expressing oneself clearly in business writing.

	Basic	Proficient	Advanced
Supervisor/ Manager	<ul style="list-style-type: none"> • Does not always express ideas in a clear and concise manner in writing • Written ideas are not always clear and organization may not be distinct • Uses one style of written communications to all audiences • Uses graphics or other aids • Sometimes misspells words • At times, writes using vague, non-specific language • Sometimes uses punctuation incorrectly • Is not always grammatically correct • Does not always use an appropriate business writing style 	<ul style="list-style-type: none"> • Expresses ideas clearly and concisely in writing • Organizes written ideas clearly and signals the organization to the reader (e.g., through an introductory paragraph or through use of headings) • Tailors written communications to effectively reach an audience • Uses graphics and other aids to clarify complex or technical information • Spells correctly • Writes using concrete, specific language • Uses punctuation correctly • Writes grammatically • Uses an appropriate business writing style 	<ul style="list-style-type: none"> • Expresses ideas in a very clear, concise, and effective manner in writing • Organizes written ideas in a very clear fashion and conveys the organization to the reader in an effective way (e.g., through an introductory paragraph or through use of headings) • Always tailors written communications in such a way that it effectively communicates the intended message • Uses graphics and other aids to clarify, simplify, and help the audience better understand complex or technical information • Always spells correctly • Writes using clear, concrete, and specific language that improves understanding • Uses punctuation correctly and in such a way that it conveys the true meaning of what is being communicated • Writes in a grammatically correct fashion that improves understanding • Uses an appropriate business writing style that conveys professionalism and expertise

11 - Written Communication - Expressing oneself clearly in business writing.

	Basic	Proficient	Advanced
Director/ Executive	<ul style="list-style-type: none"> • Does not always express ideas in a clear and concise manner in writing • Written ideas are not always clear and organization may not be distinct • Uses one style of written communications to all audiences • Uses graphics or other aids • Sometimes misspells words • At times, writes using vague, non-specific language • Sometimes uses punctuation incorrectly • Is not always grammatically correct • Does not always use an appropriate business writing style 	<ul style="list-style-type: none"> • Expresses ideas clearly and concisely in writing • Organizes written ideas clearly and signals the organization to the reader (e.g., through an introductory paragraph or through use of headings) • Tailors written communications to effectively reach an audience • Uses graphics and other aids to clarify complex or technical information • Spells correctly • Writes using concrete, specific language • Uses punctuation correctly • Writes grammatically • Uses an appropriate business writing style 	<ul style="list-style-type: none"> • Expresses ideas in a very clear, concise, and effective manner in writing • Organizes written ideas in a very clear fashion and conveys the organization to the reader in an effective way (e.g., through an introductory paragraph or through use of headings) • Always tailors written communications in such a way that it effectively communicates the intended message • Uses graphics and other aids to clarify, simplify, and help the audience better understand complex or technical information • Always spells correctly • Writes using clear, concrete, and specific language that improves understanding • Uses punctuation correctly and in such a way that it conveys the true meaning of what is being communicated • Writes in a grammatically correct fashion that improves understanding • Uses an appropriate business writing style that conveys professionalism and expertise

12 - Persuasive Communication - The ability to plan and deliver oral and written communications that are impactful and persuasive with their intended audiences.

	Basic	Proficient	Advanced
Professional/ Specialist	<ul style="list-style-type: none"> • Presents information or data that communicates to others • Uses language and examples that may not always be tailored to the level and experience of the audience • Uses stories, analogies, or examples • Uses graphics or slides that display information • Presents an argument in support of a position 	<ul style="list-style-type: none"> • Identifies and presents information or data that will have a strong effect on others • Selects language and examples tailored to the level and experience of the audience • Selects stories, analogies, or examples to illustrate a point • Creates graphics or slides that display information clearly and with high impact • Presents several different arguments in support of a position 	<ul style="list-style-type: none"> • Identifies and clearly presents specific information or data in such a way that it will have a strong effect on others • Skillfully selects language and specific examples tailored to the level and experience of the audience that improves understanding • Tailors specific stories, analogies, or examples to effectively illustrate a point • Creates graphics or slides that display information clearly, aid in understanding, and have high impact • Efficiently presents several different arguments in clear support of a position that have a strong effect
	Basic	Proficient	Advanced
Supervisor/ Manager	<ul style="list-style-type: none"> • Presents information or data that communicates to others • Uses language and examples that may not always be tailored to the level and experience of the audience • Uses stories, analogies, or examples • Uses graphics or slides that display information • Presents an argument in support of a position 	<ul style="list-style-type: none"> • Identifies and presents information or data that will have a strong effect on others • Selects language and examples tailored to the level and experience of the audience • Selects stories, analogies, or examples to illustrate a point • Creates graphics or slides that display information clearly and with high impact • Presents several different arguments in support of a position 	<ul style="list-style-type: none"> • Identifies and clearly presents specific information or data in such a way that it will have a strong effect on others • Skillfully selects language and specific examples tailored to the level and experience of the audience that improves understanding • Tailors specific stories, analogies, or examples to effectively illustrate a point • Creates graphics or slides that display information clearly, aid in understanding, and have high impact • Efficiently presents several different arguments in clear support of a position that have a strong effect

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	Basic	Proficient	Advanced
Director/ Executive	<ul style="list-style-type: none"> • Presents information or data that communicates to others • Uses language and examples that may not always be tailored to the level and experience of the audience • Uses stories, analogies, or examples • Uses graphics or slides that display information • Presents an argument in support of a position 	<ul style="list-style-type: none"> • Identifies and presents information or data that will have a strong effect on others • Selects language and examples tailored to the level and experience of the audience • Selects stories, analogies, or examples to illustrate a point • Creates graphics or slides that display information clearly and with high impact • Presents several different arguments in support of a position 	<ul style="list-style-type: none"> • Identifies and clearly presents specific information or data in such a way that it will have a strong effect on others • Skillfully selects language and specific examples tailored to the level and experience of the audience that improves understanding • Tailors specific stories, analogies, or examples to effectively illustrate a point • Creates graphics or slides that display information clearly, aid in understanding, and have high impact • Efficiently presents several different arguments in clear support of a position that have a strong effect

13 - Interpersonal Effectiveness - The ability to notice, interpret, and anticipate others' concerns and feelings, and to communicate this empathetically to others.

	Basic	Proficient	Advanced
Professional/ Specialist	<ul style="list-style-type: none"> • Knows the interests of others • Notices what others are feeling, • Identifies how others will react to a situation • Hears people's ideas and concerns • Does not always understand both the strengths and weaknesses of others • Understands the unspoken meaning in most situations • Says or does things that at times address others' concerns • Does not always find non-threatening ways to approach others about sensitive issues • Tries to makes others feel comfortable 	<ul style="list-style-type: none"> • Understands the interests and important concerns of others • Notices and accurately interprets what others are feeling, based on their choice of words, tone of voice, expressions, and other nonverbal behavior • Anticipates how others will react to a situation • Listens attentively to people's ideas and concerns • Understands both the strengths and weaknesses of others • Understands the unspoken meaning in a situation • Says or does things to address others' concerns • Finds non-threatening ways to approach others about sensitive issues • Makes others feel comfortable by responding in ways that convey interest in what they have to say 	<ul style="list-style-type: none"> • Understands and addresses the personal and professional interests and important concerns of others • Notices, accurately interprets, and takes into account what others are feeling, based on their choice of words, tone of voice, expressions, and other nonverbal behavior • Accurately predicts how others will react to a situation and plans ahead to deal with their reaction • Listens attentively and clearly understands people's ideas and concerns • Clearly understands both the strengths and weaknesses of others • Clearly perceives and comprehends the underlying and unspoken meaning in a situation • Says or does things to constructively address others' concerns • Finds positive and non-threatening ways to effectively approach others about sensitive issues • Makes others feel very comfortable and relaxed by responding in ways that convey a personal interest in what they have to say

13 - Interpersonal Effectiveness - The ability to notice, interpret, and anticipate others' concerns and feelings, and to communicate this empathetically to others.

	Basic	Proficient	Advanced
Supervisor/ Manager	<ul style="list-style-type: none"> • Knows the interests of others • Notices what others are feeling, • Identifies how others will react to a situation • Hears people's ideas and concerns • Does not always understand both the strengths and weaknesses of others • Understands the unspoken meaning in most situations • Says or does things that at times address others' concerns • Does not always find non-threatening ways to approach others about sensitive issues • Tries to makes others feel comfortable 	<ul style="list-style-type: none"> • Understands the interests and important concerns of others • Notices and accurately interprets what others are feeling, based on their choice of words, tone of voice, expressions, and other nonverbal behavior • Anticipates how others will react to a situation • Listens attentively to people's ideas and concerns • Understands both the strengths and weaknesses of others • Understands the unspoken meaning in a situation • Says or does things to address others' concerns • Finds non-threatening ways to approach others about sensitive issues • Makes others feel comfortable by responding in ways that convey interest in what they have to say 	<ul style="list-style-type: none"> • Understands and addresses the personal and professional interests and important concerns of others • Notices, accurately interprets, and takes into account what others are feeling, based on their choice of words, tone of voice, expressions, and other nonverbal behavior • Accurately predicts how others will react to a situation and plans ahead to deal with their reaction • Listens attentively and clearly understands people's ideas and concerns • Clearly understands both the strengths and weaknesses of others • Clearly perceives and comprehends the underlying and unspoken meaning in a situation • Says or does things to constructively address others' concerns • Finds positive and non-threatening ways to effectively approach others about sensitive issues • Makes others feel very comfortable and relaxed by responding in ways that convey a personal interest in what they have to say

13 - Interpersonal Effectiveness - The ability to notice, interpret, and anticipate others' concerns and feelings, and to communicate this empathetically to others.

	Basic	Proficient	Advanced
Director/ Executive	<ul style="list-style-type: none"> • Knows the interests of others • Notices what others are feeling, • Identifies how others will react to a situation • Hears people's ideas and concerns • Does not always understand both the strengths and weaknesses of others • Understands the unspoken meaning in most situations • Says or does things that at times address others' concerns • Does not always find non-threatening ways to approach others about sensitive issues • Tries to makes others feel comfortable 	<ul style="list-style-type: none"> • Understands the interests and important concerns of others • Notices and accurately interprets what others are feeling, based on their choice of words, tone of voice, expressions, and other nonverbal behavior • Anticipates how others will react to a situation • Listens attentively to people's ideas and concerns • Understands both the strengths and weaknesses of others • Understands the unspoken meaning in a situation • Says or does things to address others' concerns • Finds non-threatening ways to approach others about sensitive issues • Makes others feel comfortable by responding in ways that convey interest in what they have to say 	<ul style="list-style-type: none"> • Understands and addresses the personal and professional interests and important concerns of others • Notices, accurately interprets, and takes into account what others are feeling, based on their choice of words, tone of voice, expressions, and other nonverbal behavior • Accurately predicts how others will react to a situation and plans ahead to deal with their reaction • Listens attentively and clearly understands people's ideas and concerns • Clearly understands both the strengths and weaknesses of others • Clearly perceives and comprehends the underlying and unspoken meaning in a situation • Says or does things to constructively address others' concerns • Finds positive and non-threatening ways to effectively approach others about sensitive issues • Makes others feel very comfortable and relaxed by responding in ways that convey a personal interest in what they have to say

14 - Influencing Others - The ability to gain others' support for ideas, proposals, projects, and solutions.

	Basic	Proficient	Advanced
Professional/ Specialist	<ul style="list-style-type: none"> • Presents arguments that address some of the concerns and issues of others • Does not always involve others in a process or decision • Is reluctant to offer trade-offs or exchanges, to gain commitment • Identifies and proposes solutions that benefit certain parties involved in a situation • Does not usually enlist experts, third parties, or develop other indirect strategies to influence others • Is reluctant to escalate critical issues to own or others' management • Does not always structure situations (e.g., the setting, persons present, sequence of events) to create a desired impact or to maximize the chances of a favorable outcome • Works to make an impression on others • Focuses influence efforts at a perceived decision makers • Recognizes others who can provide information, intelligence, career support, potential business, and other forms of help • Takes an interest in others • Recognizes the implications of events or decisions for various stakeholders in the organization 	<ul style="list-style-type: none"> • Presents arguments that address others' most important concerns and issues and looks for win-win solutions • Involves others in a process or decision, to ensure their support • Offers trade-offs or exchanges, to gain commitment • Identifies and proposes solutions that benefit all parties involved in a situation • Enlists experts or third parties to influence others; develops other indirect strategies to influence others • Knows when to escalate critical issues to own or others' management, if own efforts to enlist support have not succeeded • Structures situations (e.g., the setting, persons present, sequence of events) to create a desired impact and to maximize the chances of a favorable outcome • Works to make a particular impression on others • Identifies and targets influence efforts at the real decision makers and those who can influence them • Seeks out and builds relationships with others who can provide information, intelligence, career support, potential business, and other forms of help • Takes a personal interest in others (e.g., by asking about their concerns, interests, family, friends, hobbies), to develop relationships • Accurately anticipates the implications of events or decisions for various stakeholders in the organization and plans strategy accordingly 	<ul style="list-style-type: none"> • Presents compelling arguments that address others' most important concerns and issues and creates win-win solutions • Skillfully involves others in a process or decision, to ensure their commitment and support • Is creative at offering trade-offs or exchanges, to gain commitment and support • Identifies and proposes creative and innovative solutions that benefit all parties involved in a situation • Enlists experts or third parties to effectively influence others in a particular direction; creatively develops other indirect strategies to influence others to gain support • Skillfully knows when and how to escalate critical issues to own or others' management, if own efforts to enlist support have not succeeded • Plans and manages specific situations (e.g., the setting, persons present, sequence of events) to create a desired impact and to maximize the chances of a favorable outcome • Works to make a particular impression on others that gains support for ideas, proposals, projects, and solutions • Proactively identifies and successfully targets influence efforts at the key decision makers and those who can positively influence them • Seeks out, builds relationships with, and effectively influences others who can provide information, intelligence, career support, potential business, and other forms of help • Takes a sincere, personal interest in others (e.g., by asking about their concerns, interests, family, friends, hobbies), to develop relationships that gain support for ideas, proposals, projects, and solutions • Accurately anticipates well in advance of others the implications of events or decisions for various key stakeholders in the organization; plans and implements a strategy accordingly

14 - Influencing Others - The ability to gain others' support for ideas, proposals, projects, and solutions.

	Basic	Proficient	Advanced
Supervisor / Manager	<ul style="list-style-type: none"> • Presents arguments that address some of the concerns and issues of others • Does not always involve others in a process or decision • Is reluctant to offer trade-offs or exchanges, to gain commitment • Identifies and proposes solutions that benefit certain parties involved in a situation • Does not usually enlist experts, third parties, or develop other indirect strategies to influence others • Is reluctant to escalate critical issues to own or others' management • Does not always structure situations (e.g., the setting, persons present, sequence of events) to create a desired impact or to maximize the chances of a favorable outcome • Works to make an impression on others • Focuses influence efforts at a perceived decision makers • Recognizes others who can provide information, intelligence, career support, potential business, and other forms of help • Takes an interest in others • Recognizes the implications of events or decisions for various stakeholders in the organization 	<ul style="list-style-type: none"> • Presents arguments that address others' most important concerns and issues and looks for win-win solutions • Involves others in a process or decision, to ensure their support • Offers trade-offs or exchanges, to gain commitment • Identifies and proposes solutions that benefit all parties involved in a situation • Enlists experts or third parties to influence others; develops other indirect strategies to influence others • Knows when to escalate critical issues to own or others' management, if own efforts to enlist support have not succeeded • Structures situations (e.g., the setting, persons present, sequence of events) to create a desired impact and to maximize the chances of a favorable outcome • Works to make a particular impression on others • Identifies and targets influence efforts at the real decision makers and those who can influence them • Seeks out and builds relationships with others who can provide information, intelligence, career support, potential business, and other forms of help • Takes a personal interest in others (e.g., by asking about their concerns, interests, family, friends, hobbies), to develop relationships • Accurately anticipates the implications of events or decisions for various stakeholders in the organization and plans strategy accordingly 	<ul style="list-style-type: none"> • Presents compelling arguments that address others' most important concerns and issues and creates win-win solutions • Skillfully involves others in a process or decision, to ensure their commitment and support • Is creative at offering trade-offs or exchanges, to gain commitment and support • Identifies and proposes creative and innovative solutions that benefit all parties involved in a situation • Enlists experts or third parties to effectively influence others in a particular direction; creatively develops other indirect strategies to influence others to gain support • Skillfully knows when and how to escalate critical issues to own or others' management, if own efforts to enlist support have not succeeded • Plans and manages specific situations (e.g., the setting, persons present, sequence of events) to create a desired impact and to maximize the chances of a favorable outcome • Works to make a particular impression on others that gains support for ideas, proposals, projects, and solutions • Proactively identifies and successfully targets influence efforts at the key decision makers and those who can positively influence them • Seeks out, builds relationships with, and effectively influences others who can provide information, intelligence, career support, potential business, and other forms of help • Takes a sincere, personal interest in others (e.g., by asking about their concerns, interests, family, friends, hobbies), to develop relationships that gain support for ideas, proposals, projects, and solutions • Accurately anticipates well in advance of others the implications of events or decisions for various key stakeholders in the organization; plans and implements a strategy accordingly

14 - Influencing Others - The ability to gain others' support for ideas, proposals, projects, and solutions.

	Basic	Proficient	Advanced
Director/ Executive	<ul style="list-style-type: none"> • Presents arguments that address others' most important concerns and issues and looks for win-win solutions • Involves others in a process or decision, to ensure their support • Offers trade-offs or exchanges, to gain commitment • Identifies and proposes solutions that benefit all parties involved in a situation • Enlists experts or third parties to influence others; develops other indirect strategies to influence others • Knows when to escalate critical issues to own or others' management, if own efforts to enlist support have not succeeded • Structures situations (e.g., the setting, persons present, sequence of events) to create a desired impact and to maximize the chances of a favorable outcome • Works to make a particular impression on others • Identifies and targets influence efforts at the real decision makers and those who can influence them • Seeks out and builds relationships with others who can provide information, intelligence, career support, potential business, and other forms of help • Takes a personal interest in others (e.g., by asking about their concerns, interests, family, friends, hobbies), to develop relationships • Accurately anticipates the implications of events or decisions for various stakeholders in the organization and plans strategy accordingly 	<ul style="list-style-type: none"> • Presents compelling arguments that address others' most important concerns and issues and creates win-win solutions • Skillfully involves others in a process or decision, to ensure their commitment and support • Is creative at offering trade-offs or exchanges, to gain commitment and support • Identifies and proposes creative and innovative solutions that benefit all parties involved in a situation • Enlists experts or third parties to effectively influence others in a particular direction; creatively develops other indirect strategies to influence others to gain support • Skillfully knows when and how to escalate critical issues to own or others' management, if own efforts to enlist support have not succeeded • Plans and manages specific situations (e.g., the setting, persons present, sequence of events) to create a desired impact and to maximize the chances of a favorable outcome • Works to make a particular impression on others that gains support for ideas, proposals, projects, and solutions • Proactively identifies and successfully targets influence efforts at the key decision makers and those who can positively influence them • Seeks out, builds relationships with, and effectively influences others who can provide information, intelligence, career support, potential business, and other forms of help • Takes a sincere, personal interest in others (e.g., by asking about their concerns, interests, family, friends, hobbies), to develop relationships that gain support for ideas, proposals, projects, and solutions • Accurately anticipates well in advance of others the implications of events or decisions for various key stakeholders in the organization; plans and implements a strategy accordingly 	<ul style="list-style-type: none"> • Coaches others to present compelling arguments that address others' most important concerns and issues and helps them to create win-win solutions • Encourages and enables other leaders to skillfully involve others in a process or decision, to ensure their commitment and support • Is well known for his/her creativity at offering trade-offs or exchanges, to gain commitment and support • Creates an environment that identifies and proposes creative and innovative solutions that benefit all parties involved in a situation • Drives self/organization to enlist experts or third parties to effectively influence others in a particular direction; has a long history of creatively developing other indirect strategies to influence others to gain support • Is well known for skillfully knowing when and how to escalate critical issues to own or others' management, if own efforts to enlist support have not succeeded • Is a role model for planning and managing specific situations (e.g., the setting, persons present, sequence of events) to create a desired impact and to maximize the chances of a favorable outcome • Always makes a particular impression on others that gains support for ideas, proposals, projects, and solutions • Always is proactive at identifying and successfully targeting influence efforts at the key decision makers and those who can positively influence them • Is a role model in the organization for seeking out, building relationships with, and effectively influencing others who can provide information, intelligence, career support, potential business, and other forms of help • Creates a culture that takes a sincere, personal interest in others (e.g., by asking about their concerns, interests, family, friends, hobbies), to develop relationships that gain support for ideas, proposals, projects, and solutions • Helps other leaders to accurately anticipate, well in advance, the implications of events or decisions for various key stakeholders in the organization; helps them to plan and implement strategies accordingly

15 - Building Collaborative Relationships - The ability to develop, maintain, and strengthen partnerships with others inside or outside of the organization who can provide information, assistance and support.

	Basic	Proficient	Advanced
Professional/ Specialist	<ul style="list-style-type: none"> • Knows general information about the other people • Looks for shared interests, experiences or other common ground • Shows a general interest in others; listens to their perspectives and ideas • Listens to general concerns and perspectives of others • Recognizes how others have provided information, assistance or support • Attempts to get to know co-workers to look for common ground • Tries to get to know people whose help may be needed • Offers assistance, information and support to others, whose help may be needed 	<ul style="list-style-type: none"> • Asks about the other person’s personal experience, interests, and family • Asks questions to identify shared interests, experiences or other common ground • Shows an interest in what others have to say; acknowledges their perspectives and ideas • Recognizes the business concerns and perspectives of others • Expresses gratitude and appreciation to others who have provided information, assistance or support • Takes time to get to know co-workers, to build rapport and establish a common bond • Tries to build relationships with people whose assistance, cooperation and support may be needed • Provides assistance, information and support to others, to build a basis for future reciprocity 	<ul style="list-style-type: none"> • Asks about and demonstrates a sincere and genuine concern for the other person’s personal experience, interests, and family • Asks questions to identify shared interests, experiences or other common ground; uses the information gained to develop a close relationship • Shows a honest and genuine interest in what others have to say; clearly values their perspectives and ideas • Recognizes and clearly appreciates the business concerns and perspectives of others • Expresses gratitude and appreciation to others who have provided information, assistance or support; gives them a sense of satisfaction about their contributions • Takes time to get to know and develop a relationship with co-workers, to build rapport and establish a common bond • Builds long lasting relationships with people whose assistance, cooperation and support may be needed • Provides valuable and needed assistance, information and support to others, to build a basis for future reciprocity; makes others want to build a partnership

15 - Building Collaborative Relationships - The ability to develop, maintain, and strengthen partnerships with others inside or outside of the organization who can provide information, assistance and support.

	Basic	Proficient	Advanced
Supervisor/ Manager	<ul style="list-style-type: none"> • Knows general information about the other people • Looks for shared interests, experiences or other common ground • Shows a general interest in others; listens to their perspectives and ideas • Listens to general concerns and perspectives of others • Recognizes how others have provided information, assistance or support • Attempts to get to know co-workers to look for common ground • Tries to get to know people whose help may be needed • Offers assistance, information and support to others, whose help may be needed 	<ul style="list-style-type: none"> • Asks about the other person’s personal experience, interests, and family • Asks questions to identify shared interests, experiences or other common ground • Shows an interest in what others have to say; acknowledges their perspectives and ideas • Recognizes the business concerns and perspectives of others • Expresses gratitude and appreciation to others who have provided information, assistance or support • Takes time to get to know co-workers, to build rapport and establish a common bond • Tries to build relationships with people whose assistance, cooperation and support may be needed • Provides assistance, information and support to others, to build a basis for future reciprocity 	<ul style="list-style-type: none"> • Asks about and demonstrates a sincere and genuine concern for the other person’s personal experience, interests, and family • Asks questions to identify shared interests, experiences or other common ground; uses the information gained to develop a close relationship • Shows a honest and genuine interest in what others have to say; clearly values their perspectives and ideas • Recognizes and clearly appreciates the business concerns and perspectives of others • Expresses gratitude and appreciation to others who have provided information, assistance or support; gives them a sense of satisfaction about their contributions • Takes time to get to know and develop a relationship with co-workers, to build rapport and establish a common bond • Builds long lasting relationships with people whose assistance, cooperation and support may be needed • Provides valuable and needed assistance, information and support to others, to build a basis for future reciprocity; makes others want to build a partnership

15 - Building Collaborative Relationships - The ability to develop, maintain, and strengthen partnerships with others inside or outside of the organization who can provide information, assistance and support.

	Basic	Proficient	Advanced
Director/ Executive	<ul style="list-style-type: none"> • Asks about the other person’s personal experience, interests, and family • Asks questions to identify shared interests, experiences or other common ground • Shows an interest in what others have to say; acknowledges their perspectives and ideas • Recognizes the business concerns and perspectives of others • Expresses gratitude and appreciation to others who have provided information, assistance or support • Takes time to get to know co-workers, to build rapport and establish a common bond • Tries to build relationships with people whose assistance, cooperation and support may be needed • Provides assistance, information and support to others, to build a basis for future reciprocity 	<ul style="list-style-type: none"> • Asks about and demonstrates a sincere and genuine concern for the other person’s personal experience, interests, and family • Asks questions to identify shared interests, experiences or other common ground; uses the information gained to develop a close relationship • Shows a honest and genuine interest in what others have to say; clearly values their perspectives and ideas • Recognizes and clearly appreciates the business concerns and perspectives of others • Expresses gratitude and appreciation to others who have provided information, assistance or support; gives them a sense of satisfaction about their contributions • Takes time to get to know and develop a relationship with co-workers, to build rapport and establish a common bond • Builds long lasting relationships with people whose assistance, cooperation and support may be needed • Provides valuable and needed assistance, information and support to others, to build a basis for future reciprocity; makes others want to build a partnership 	<ul style="list-style-type: none"> • Is well known in the organization for asking about and demonstrating a sincere and genuine concern for the other person’s personal experience, interests, and family • Demonstrates a passion for asking questions to identify shared interests, experiences or other common ground; uses the information gained to develop a close relationship • Supports and coaches others to show a honest and genuine interest in what others have to say; helps them to clearly value the perspectives and ideas of others • Creates a culture that recognizes and clearly appreciates the business concerns and perspectives of others • Is a role model for expressing gratitude and appreciation to others who have provided information, assistance or support; gives others a sense of satisfaction about their contributions • Coaches others to take time to get to know and develop a relationship with co-workers, to build rapport and establish a common bond • Has a long track record for building long lasting relationships with people whose assistance, cooperation and support may be needed • Leads by example by regularly providing valuable and needed assistance, information and support to others, to build a basis for future reciprocity; makes others want to build a partnership

16 - Diagnostic Information Gathering - Identifying the information needed to clarify a situation, seeking that information from appropriate sources, and using skillful questioning to draw out the information, when others are reluctant to disclose it.

	Basic	Proficient	Advanced
Professional/ Specialist	<ul style="list-style-type: none"> • Identifies the general information needed in a situation or to make a decision • Asks questions to get additional information • Waits for others to tell him/her how they are doing and hear about any problems they are encountering • Questions others to hear their plan of action • Does not always ask questions to clarify a situation • Seeks the perspective of most of those involved in a situation • Seeks out people to obtain information or clarify a problem 	<ul style="list-style-type: none"> • Identifies the specific information needed to clarify a situation or to make a decision; gets more complete and accurate information, by checking multiple sources • Probes skillfully to get at the facts, when others are reluctant to provide full, detailed information • Routinely walks around, to see how people are doing and to hear about any problems they are encountering • Questions others to assess whether they have thought through a plan of action; determines their confidence in solving a problem or tackling a situation • Asks questions to clarify a situation • Seeks the perspective of everyone involved in a situation • Seeks out knowledgeable people to obtain information or clarify a problem 	<ul style="list-style-type: none"> • Anticipates the specific information needed to clarify a situation or to make a decision; proactive in getting more complete and accurate information, by checking multiple sources • Probes skillfully to get at the pertinent facts, when others are extremely reluctant or decline to provide full, detailed information • Routinely walks around, to see how people are doing and uses skillful questioning to hear about any problems they are encountering • Uses probing questions to assess whether others have carefully thought through a plan of action; accurately determines their confidence in solving a problem or tackling a situation • Skillfully questions to clarify and confirm complete understanding of a situation • Seeks and gains insight into the perspective of everyone involved in a situation • Seeks out the most knowledgeable people to obtain information or clarify a problem

16 - Diagnostic Information Gathering - Identifying the information needed to clarify a situation, seeking that information from appropriate sources, and using skillful questioning to draw out the information, when others are reluctant to disclose it.

	Basic	Proficient	Advanced
Supervisor/ Manager	<ul style="list-style-type: none"> • Identifies the general information needed in a situation or to make a decision • Asks questions to get additional information • Waits for others to tell him/her how they are doing and hear about any problems they are encountering • Questions others to hear their plan of action • Does not always ask questions to clarify a situation • Seeks the perspective of most of those involved in a situation • Seeks out people to obtain information or clarify a problem 	<ul style="list-style-type: none"> • Identifies the specific information needed to clarify a situation or to make a decision; gets more complete and accurate information, by checking multiple sources • Probes skillfully to get at the facts, when others are reluctant to provide full, detailed information • Routinely walks around, to see how people are doing and to hear about any problems they are encountering • Questions others to assess whether they have thought through a plan of action; determines their confidence in solving a problem or tackling a situation • Asks questions to clarify a situation • Seeks the perspective of everyone involved in a situation • Seeks out knowledgeable people to obtain information or clarify a problem 	<ul style="list-style-type: none"> • Anticipates the specific information needed to clarify a situation or to make a decision; proactive in getting more complete and accurate information, by checking multiple sources • Probes skillfully to get at the pertinent facts, when others are extremely reluctant or decline to provide full, detailed information • Routinely walks around, to see how people are doing and uses skillful questioning to hear about any problems they are encountering • Uses probing questions to assess whether others have carefully thought through a plan of action; accurately determines their confidence in solving a problem or tackling a situation • Skillfully questions to clarify and confirm complete understanding of a situation • Seeks and gains insight into the perspective of everyone involved in a situation • Seeks out the most knowledgeable people to obtain information or clarify a problem

16 - Diagnostic Information Gathering - Identifying the information needed to clarify a situation, seeking that information from appropriate sources, and using skillful questioning to draw out the information, when others are reluctant to disclose it.

	Basic	Proficient	Advanced
Director/ Executive	<ul style="list-style-type: none"> • Identifies the specific information needed to clarify a situation or to make a decision; gets more complete and accurate information, by checking multiple sources • Probes skillfully to get at the facts, when others are reluctant to provide full, detailed information • Routinely walks around, to see how people are doing and to hear about any problems they are encountering • Questions others to assess whether they have thought through a plan of action; determines their confidence in solving a problem or tackling a situation • Asks questions to clarify a situation • Seeks the perspective of everyone involved in a situation • Seeks out knowledgeable people to obtain information or clarify a problem 	<ul style="list-style-type: none"> • Anticipates the specific information needed to clarify a situation or to make a decision; proactive in getting more complete and accurate information, by checking multiple sources • Probes skillfully to get at the pertinent facts, when others are extremely reluctant or decline to provide full, detailed information • Routinely walks around, to see how people are doing and uses skillful questioning to hear about any problems they are encountering • Uses probing questions to assess whether others have carefully thought through a plan of action; accurately determines their confidence in solving a problem or tackling a situation • Skillfully questions to clarify and confirm complete understanding of a situation • Seeks and gains insight into the perspective of everyone involved in a situation • Seeks out the most knowledgeable people to obtain information or clarify a problem 	<ul style="list-style-type: none"> • Keeps the organization focused on consistently anticipating all the specific information needed to clarify a situation or to make a decision; helps other leaders to get more complete and accurate information, by checking multiple sources • Is a role model for probing skillfully to get at the pertinent facts, when others are extremely reluctant or decline to provide full, detailed information • Creates an environment where leaders are expected to routinely walk around, assess how people are doing and skillfully question them to understand any problems they are encountering • Coaches other leaders to use probing questions to assess whether others have thought through a plan of action; helps them to accurately determine the confidence level in solving a problem or tackling a situation • Is the expert at using skillful questions to clarify and confirm complete understanding of a situation • Is a role model for seeking and gaining insight into the perspective of everyone involved in a situation • Has a long history of always seeking out the most knowledgeable people to obtain the best information or accurately clarify a problem

17 - Analytical Thinking - Approaching a problem by using a logical, systematic, sequential approach.

	Basic	Proficient	Advanced
Professional/ Specialist	<ul style="list-style-type: none"> • Compares no more than two alternatives • Notices obvious discrepancies and inconsistencies in available information • Looks for features, parameters, or considerations in a situation or when making a decision • Approaches a complex task or problem by looking at its component parts • Looks at the costs, benefits, risks, and chances for success, in making a decision • Identifies a possible cause for a problem • Does not consider the priority of things to be done 	<ul style="list-style-type: none"> • Makes a systematic comparison of two or more alternatives • Notices discrepancies and inconsistencies in available information • Identifies a set of features, parameters or considerations to take into account, in analyzing a situation or making a decision • Approaches a complex task or problem by breaking it down into its component parts and considering each part in detail • Weighs the costs, benefits, risks, and chances for success, in making a decision • Identifies many possible causes for a problem • Carefully weighs the priority of things to be done 	<ul style="list-style-type: none"> • Makes a thorough and systematic comparison of two or more alternatives • Notices even subtle discrepancies and inconsistencies in available information • Identifies a complete set of features, parameters or considerations to take into account, in analyzing a situation or making a decision • Approaches a complex task or problem by thoroughly breaking it down into its component parts and considering each part in specific detail • Does a thorough analysis to evaluate and compare the costs, benefits, risks, and chances for success, in making a decision • Identifies all the possible causes for a problem • Assesses and carefully considers the priority of things to be done
Supervisor/ Manager	<ul style="list-style-type: none"> • Compares no more than two alternatives • Notices obvious discrepancies and inconsistencies in available information • Looks for features, parameters, or considerations in a situation or when making a decision • Approaches a complex task or problem by looking at its component parts • Looks at the costs, benefits, risks, and chances for success, in making a decision • Identifies a possible cause for a problem • Does not consider the priority of things to be done 	<ul style="list-style-type: none"> • Makes a systematic comparison of two or more alternatives • Notices discrepancies and inconsistencies in available information • Identifies a set of features, parameters or considerations to take into account, in analyzing a situation or making a decision • Approaches a complex task or problem by breaking it down into its component parts and considering each part in detail • Weighs the costs, benefits, risks, and chances for success, in making a decision • Identifies many possible causes for a problem • Carefully weighs the priority of things to be done 	<ul style="list-style-type: none"> • Makes a thorough and systematic comparison of two or more alternatives • Notices even the most subtle discrepancies and inconsistencies in available information • Identifies a complete set of features, parameters or considerations to take into account, in analyzing a situation or making a decision • Approaches a complex task or problem by thoroughly breaking it down into its component parts and considering each part in specific detail • Does a thorough analysis to evaluate and compare the costs, benefits, risks, and chances for success, in making a decision • Identifies many possible causes for a problem, including those that are subtle and not readily apparent • Assesses and carefully considers the priority of things to be done

17 - Analytical Thinking - Approaching a problem by using a logical, systematic, sequential approach.

	Basic	Proficient	Advanced
Director/ Executive	<ul style="list-style-type: none"> • Compares no more than two alternatives • Notices obvious discrepancies and inconsistencies in available information • Looks for features, parameters, or considerations in a situation or when making a decision • Approaches a complex task or problem by looking at its component parts • Looks at the costs, benefits, risks, and chances for success, in making a decision • Identifies a possible cause for a problem • Does not consider the priority of things to be done 	<ul style="list-style-type: none"> • Makes a systematic comparison of two or more alternatives • Notices discrepancies and inconsistencies in available information • Identifies a set of features, parameters or considerations to take into account, in analyzing a situation or making a decision • Approaches a complex task or problem by breaking it down into its component parts and considering each part in detail • Weighs the costs, benefits, risks, and chances for success, in making a decision • Identifies many possible causes for a problem • Carefully weighs the priority of things to be done 	<ul style="list-style-type: none"> • Makes a thorough and systematic comparison of two or more alternatives • Notices even subtle discrepancies and inconsistencies in available information • Identifies a complete set of features, parameters or considerations to take into account, in analyzing a situation or making a decision • Approaches a complex task or problem by thoroughly breaking it down into its component parts and considering each part in specific detail • Does a thorough analysis to evaluate and compare the costs, benefits, risks, and chances for success, in making a decision • Identifies all the possible causes for a problem • Assesses and carefully considers the priority of things to be done

18 - Forward Thinking - Anticipating the implications and consequences of situations and taking appropriate action to be prepared for possible contingencies.

	Basic	Proficient	Advanced
Professional/ Specialist	<ul style="list-style-type: none"> • Identifies problems as they occur • Notices trends in the industry or marketplace • Identifies the consequences of situations as they occur • Identifies how individuals and groups are reacting to situations and information and deals with it 	<ul style="list-style-type: none"> • Anticipates possible problems and develops contingency plans in advance • Notices trends in the industry or marketplace and develops plans to prepare for opportunities or problems • Anticipates the consequences of situations and plans accordingly • Anticipates how individuals and groups will react to situations and information and plans accordingly 	<ul style="list-style-type: none"> • Foresees possible problems long before they occur and has a contingency plan already developed • Notices trends in the industry or marketplace before others do and develops effective plans to address the opportunities or problems • Anticipates the consequences of situations well in advance and has a plan already developed to address them • Anticipates how individuals and groups will react to situations and information well in advance; develops effective plans to deal with their reactions
	Basic	Proficient	Advanced
Supervisor/ Manager	<ul style="list-style-type: none"> • Identifies problems as they occur • Notices trends in the industry or marketplace • Identifies the consequences of situations as they occur • Identifies how individuals and groups are reacting to situations and information and deals with it 	<ul style="list-style-type: none"> • Anticipates possible problems and develops contingency plans in advance • Notices trends in the industry or marketplace and develops plans to prepare for opportunities or problems • Anticipates the consequences of situations and plans accordingly • Anticipates how individuals and groups will react to situations and information and plans accordingly 	<ul style="list-style-type: none"> • Foresees possible problems long before they occur and has a contingency plan already developed • Notices trends in the industry or marketplace before others do and develops effective plans to address the opportunities or problems • Anticipates the consequences of situations well in advance and has a plan already developed to address them • Anticipates how individuals and groups will react to situations and information well in advance; develops effective plans to deal with their reactions

18 - Forward Thinking - Anticipating the implications and consequences of situations and taking appropriate action to be prepared for possible contingencies.

	Basic	Proficient	Advanced
Director/ Executive	<ul style="list-style-type: none"> • Anticipates possible problems and develops contingency plans in advance • Notices trends in the industry or marketplace and develops plans to prepare for opportunities or problems • Anticipates the consequences of situations and plans accordingly • Anticipates how individuals and groups will react to situations and information and plans accordingly 	<ul style="list-style-type: none"> • Foresees possible problems long before they occur and has a contingency plan already developed • Notices trends in the industry or marketplace before others do and develops effective plans to address the opportunities or problems • Anticipates the consequences of situations well in advance and has a plan already developed to address them • Anticipates how individuals and groups will react to situations and information well in advance; develops effective plans to deal with their reactions 	<ul style="list-style-type: none"> • Never surprised by possible problems and always seems to have anticipated them; has a suitable contingency plan ready to implement • Has a history of anticipating trends in the industry or marketplace well in advance of others in the industry, and develops efficient and effective plans to deal with the opportunities or problems • Is the expert at anticipating the consequences of situations well in advance and has an appropriate plan of action ready to implement • Has an uncanny ability to anticipate how individuals and groups will react to situations and information well in advance of others; has an effective plan of action ready to deal with their reactions

19 - Conceptual Thinking - Finding effective solutions by taking a holistic, abstract or theoretical perspective.

	Basic	Proficient	Advanced
Professional/ Specialist	<ul style="list-style-type: none"> • Notices the obvious similarities between different and apparently unrelated situations • Identifies the central or underlying issues in a situation • Will use a diagram, if available, to show a situation • Will use analogies or metaphors, if available, to explain a situation • Can use a theoretical framework to understand a common situation 	<ul style="list-style-type: none"> • Notices similarities between different and apparently unrelated situations • Quickly identifies the central or underlying issues in a complex situation • Creates a graphic diagram showing a systems view of a situation • Develops analogies or metaphors to explain a situation • Applies a theoretical framework to understand a specific situation 	<ul style="list-style-type: none"> • Identifies very subtle similarities between different and apparently unrelated complex situations • Quickly identifies and understands the central or underlying issues in a complex situation • Creates clear and effective graphic diagrams showing a systems view of situations • Develops effective analogies or metaphors to clearly explain a situation • Applies useful theoretical frameworks to clearly understand specific and very complex situations
	Basic	Proficient	Advanced
Supervisor/ Manager	<ul style="list-style-type: none"> • Notices the obvious similarities between different and apparently unrelated situations • Identifies the central or underlying issues in a situation • Will use a diagram, if available, to show a situation • Will use analogies or metaphors, if available, to explain a situation • Can use a theoretical framework to understand a common situation 	<ul style="list-style-type: none"> • Notices similarities between different and apparently unrelated situations • Quickly identifies the central or underlying issues in a complex situation • Creates a graphic diagram showing a systems view of a situation • Develops analogies or metaphors to explain a situation • Applies a theoretical framework to understand a specific situation 	<ul style="list-style-type: none"> • Identifies very subtle similarities between different and apparently unrelated complex situations • Quickly identifies and understands the central or underlying issues in a complex situation • Creates clear and effective graphic diagrams showing a systems view of situations • Develops effective analogies or metaphors to clearly explain a situation • Applies useful theoretical frameworks to clearly understand specific and very complex situations

19 - Conceptual Thinking - Finding effective solutions by taking a holistic, abstract or theoretical perspective.

	Basic	Proficient	Advanced
Director/ Executive	<ul style="list-style-type: none"> • Notices similarities between different and apparently unrelated situations • Quickly identifies the central or underlying issues in a complex situation • Creates a graphic diagram showing a systems view of a situation • Develops analogies or metaphors to explain a situation • Applies a theoretical framework to understand a specific situation 	<ul style="list-style-type: none"> • Identifies very subtle similarities between different and apparently unrelated complex situations • Quickly identifies and understands the central or underlying issues in a complex situation • Creates clear and effective graphic diagrams showing a systems view of situations • Develops effective analogies or metaphors to clearly explain a situation • Applies useful theoretical frameworks to clearly understand specific and very complex situations 	<ul style="list-style-type: none"> • Helps the organization to identify very subtle similarities between different and apparently unrelated complex situations • Is an expert at quickly identifying and clearly understanding the central or underlying issues in very complex • Has a history of creating very clear and effective graphic diagram showing a systems view of complex situations • Is well known for developing effective analogies or metaphors to clearly articulate and effectively explain complex situations • Teaches other leaders to apply a useful theoretical framework to clearly understand specific and very complex situations

20 - Strategic Thinking - Analyzing an organization’s competitive position and developing a clear and compelling vision of what the organization needs for success in the future.

	Basic	Proficient	Advanced
Professional/ Specialist	<ul style="list-style-type: none"> • Understands of the organization’s strengths and weaknesses • Understands the industry, market, and product/service trends • Develops strategies to achieve competitive advantage; translates strategies into goals • Communicates a vision to accomplish what the organization needs for success • Focuses on ways to build the organization’s capabilities in the short term 	<ul style="list-style-type: none"> • Understands the organization’s strengths and weaknesses as compared to competitors • Understands the industry, market, and product/service trends affecting the organization’s competitiveness • Develops distinctive strategies to achieve and sustain competitive advantage; translates strategies into clear goals and objectives • Communicates a clear vision that energizes others to accomplish what the organization needs for success in the long term; consistently restates and reinforces that vision and direction • Focuses on ways to build the organization’s capabilities for the future 	<ul style="list-style-type: none"> • Has a thorough understanding based on an ongoing analysis of the organization’s strengths and weaknesses as compared to competitors • Monitors and has a detailed understanding of the industry, market, and product/service trends affecting the organization’s competitiveness • Develops distinctive and effective strategies to achieve and sustain competitive advantage; translates strategies into clear and measurable goals and objectives that achieve results • Communicates a clear and compelling vision that energizes others to accomplish what the organization needs for success in the long term; passionate about consistently restating and reinforces that vision and direction • Focuses on specific ideas and initiatives that build the organization’s capabilities for the future; has a proven track record of success

20 - Strategic Thinking - Analyzing an organization’s competitive position and developing a clear and compelling vision of what the organization needs for success in the future.

	Basic	Proficient	Advanced
Supervisor/ Manager	<ul style="list-style-type: none"> • Understands of the organization’s strengths and weaknesses • Understands the industry, market, and product/service trends • Develops strategies to achieve competitive advantage; translates strategies into goals • Communicates a vision to accomplish what the organization needs for success • Focuses on ways to build the organization’s capabilities in the short term 	<ul style="list-style-type: none"> • Understands the organization’s strengths and weaknesses as compared to competitors • Understands the industry, market, and product/service trends affecting the organization’s competitiveness • Develops distinctive strategies to achieve and sustain competitive advantage; translates strategies into clear goals and objectives • Communicates a clear vision that energizes others to accomplish what the organization needs for success in the long term; consistently restates and reinforces that vision and direction • Focuses on ways to build the organization’s capabilities for the future 	<ul style="list-style-type: none"> • Has a thorough understanding based on an ongoing analysis of the organization’s strengths and weaknesses as compared to competitors • Monitors and has a detailed understanding of the industry, market, and product/service trends affecting the organization’s competitiveness • Develops distinctive and effective strategies to achieve and sustain competitive advantage; translates strategies into clear and measurable goals and objectives that achieve results • Communicates a clear and compelling vision that energizes others to accomplish what the organization needs for success in the long term; passionate about consistently restating and reinforces that vision and direction • Focuses on specific ideas and initiatives that build the organization’s capabilities for the future; has a proven track record of success

20 - Strategic Thinking - Analyzing an organization’s competitive position and developing a clear and compelling vision of what the organization needs for success in the future.

	Basic	Proficient	Advanced
Director/ Executive	<ul style="list-style-type: none"> • Understands the organization’s strengths and weaknesses as compared to competitors • Understands the industry, market, and product/service trends affecting the organization’s competitiveness • Develops distinctive strategies to achieve and sustain competitive advantage; translates strategies into clear goals and objectives • Communicates a clear vision that energizes others to accomplish what the organization needs for success in the long term; consistently restates and reinforces that vision and direction • Focuses on ways to build the organization’s capabilities for the future 	<ul style="list-style-type: none"> • Has a thorough understanding based on an ongoing analysis of the organization’s strengths and weaknesses as compared to competitors • Monitors and has a detailed understanding of the industry, market, and product/service trends affecting the organization’s competitiveness • Develops distinctive and effective strategies to achieve and sustain competitive advantage; translates strategies into clear and measurable goals and objectives that achieve results • Communicates a clear and compelling vision that energizes others to accomplish what the organization needs for success in the long term; passionate about consistently restating and reinforces that vision and direction • Focuses on specific ideas and initiatives that build the organization’s capabilities for the future; has a proven track record of success 	<ul style="list-style-type: none"> • Drives the organization to have a thorough understanding based on an ongoing analysis of the organization’s strengths and weaknesses as compared to competitors • Coaches and encourages other leaders to continuously monitor and have a detailed understanding of the industry, market, and product/service trends affecting the organization’s competitiveness, both short term and long term • Helps the organization develop distinctive and effective strategies to achieve and sustain competitive advantage; is the expert at translating strategies into clear and measurable goals and objectives that achieve superior results • Demonstrates a passion for helping the organization communicate a clear and compelling vision; energizes and motivates others to accomplish what the organization needs for success in the long term; coaches others to be passionate about consistently restate and reinforce the vision and direction to employees at all levels • Helps the organization identify and constantly focus on ways to build the organization’s capabilities for the future; has a proven track record of success

21 - Technical Expertise - Depth of knowledge and skill in a technical area.

	Basic	Proficient	Advanced
Professional/ Specialist	<ul style="list-style-type: none"> • Applies technical knowledge to solve a limited number of problems • Possesses an in-depth knowledge in a technical area • Is able to develop technical solutions to common and relatively simple problems using existing methods or approaches • Is sought out for information, to provide input in his/he technical area • Attempts to keep informed about most cutting-edge technology in his/her technical area 	<ul style="list-style-type: none"> • Effectively applies technical knowledge to solve a range of problems • Possesses an in-depth knowledge and skill in a technical area • Is able to develop technical solutions to new or highly complex problems that cannot be solved using existing methods or approaches • Is sought out as an expert, to provide advice or solutions in his/he technical area • Keeps informed about cutting-edge technology in his/her technical area 	<ul style="list-style-type: none"> • Effectively applies technical knowledge to solve a very broad range of complex problems • Possesses a comprehensive and in-depth knowledge and skill in a technical area; considered an expert • Is able to develop cutting-edge technical solutions to the most sophisticated and extremely complex problems that cannot be solved using existing methods or approaches • Is sought out as the expert, to provide advice, direction, or solutions to the most complex problems in his/he technical area • Keeps informed about cutting-edge technology and knows how to apply it in his/her technical area
	Basic	Proficient	Advanced
Supervisor/ Manager	<ul style="list-style-type: none"> • Applies technical knowledge to solve a limited number of problems • Possesses an in-depth knowledge in a technical area • Is able to develop technical solutions to common and relatively simple problems using existing methods or approaches • Is sought out for information, to provide input in his/he technical area • Attempts to keep informed about most cutting-edge technology in his/her technical area 	<ul style="list-style-type: none"> • Effectively applies technical knowledge to solve a range of problems • Possesses an in-depth knowledge and skill in a technical area • Is able to develop technical solutions to new or highly complex problems that cannot be solved using existing methods or approaches • Is sought out as an expert, to provide advice or solutions in his/he technical area • Keeps informed about cutting-edge technology in his/her technical area 	<ul style="list-style-type: none"> • Effectively applies technical knowledge to solve a very broad range of complex problems • Possesses a comprehensive and in-depth knowledge and skill in a technical area; considered an expert • Is able to develop cutting-edge technical solutions to the most sophisticated and extremely complex problems that cannot be solved using existing methods or approaches • Is sought out as the expert, to provide advice, direction, or solutions to the most complex problems in his/he technical area • Keeps informed about cutting-edge technology and knows how to apply it in his/her technical area

21 - Technical Expertise - Depth of knowledge and skill in a technical area.

	Basic	Proficient	Advanced
Director/ Executive	<ul style="list-style-type: none"> • Effectively applies technical knowledge to solve a range of problems • Possesses an in-depth knowledge and skill in a technical area • Is able to develop technical solutions to new or highly complex problems that cannot be solved using existing methods or approaches • Is sought out as an expert, to provide advice or solutions in his/he technical area • Keeps informed about cutting-edge technology in his/her technical area 	<ul style="list-style-type: none"> • Effectively applies technical knowledge to solve a very broad range of complex problems • Possesses a comprehensive and in-depth knowledge and skill in a technical area; considered an expert • Is able to develop cutting-edge technical solutions to the most sophisticated and extremely complex problems that cannot be solved using existing methods or approaches • Is sought out as the expert, to provide advice, direction, or solutions to the most complex problems in his/he technical area • Keeps informed about cutting-edge technology and knows how to apply it in his/her technical area 	<ul style="list-style-type: none"> • Has a long track record for effectively applying technical knowledge to solve a very broad range of complex problems • Is well known for possessing a comprehensive and in-depth knowledge and skill in a technical area; considered an expert • Drives self/organization to develop cutting-edge technical solutions to the most sophisticated and extremely complex problems that cannot be solved using existing methods or approaches • Is sought out and is a well-known expert, both inside and outside the organization, to provide advice, direction, or solutions to the most complex problems in his/he technical area • Helps to develop cutting-edge technology and applies it in his/her technical area

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

23 - Entrepreneurial Orientation - A tendency to look for and seize profitable business opportunities; willingness to take calculated risks to achieve business goals.

	Basic	Proficient	Advanced
Professional/ Specialist	<ul style="list-style-type: none"> • Notices business opportunities • Becomes aware of business, industry and market information • Demonstrates some willingness to take certain risks to achieve business goals • Proposes business deals to potential customers, suppliers, and business partners • Urges entrepreneurial behavior in others 	<ul style="list-style-type: none"> • Notices and seizes profitable business opportunities • Keeps abreast of business, industry and market information that may reveal business opportunities • Demonstrates willingness to take calculated risks to achieve business goals • Proposes innovative business deals to potential customers, suppliers, and business partners • Encourages and supports entrepreneurial behavior in others 	<ul style="list-style-type: none"> • Foresees and seizes very profitable business opportunities • Recognizes trends in business, industry and market information that may reveal business opportunities • Demonstrates an eager willingness to take very calculated risks to achieve business goals; frequently is successful • Proposes innovative and cost effective business deals to potential customers, suppliers, and business partners • Encourages and supports entrepreneurial behavior in others; inspires others to take calculated risks
	Basic	Proficient	Advanced
Supervisor/ Manager	<ul style="list-style-type: none"> • Notices business opportunities • Becomes aware of business, industry and market information • Demonstrates some willingness to take certain risks to achieve business goals • Proposes business deals to potential customers, suppliers, and business partners • Urges entrepreneurial behavior in others 	<ul style="list-style-type: none"> • Notices and seizes profitable business opportunities • Keeps abreast of business, industry and market information that may reveal business opportunities • Demonstrates willingness to take calculated risks to achieve business goals • Proposes innovative business deals to potential customers, suppliers, and business partners • Encourages and supports entrepreneurial behavior in others 	<ul style="list-style-type: none"> • Foresees and seizes very profitable business opportunities • Recognizes trends in business, industry and market information that reveals business opportunities • Demonstrates an eager willingness to take very calculated risks to achieve business goals; frequently is successful • Proposes innovative and cost effective business deals to potential customers, suppliers, and business partners • Encourages and supports entrepreneurial behavior in others; motivates others to take calculated risks

23 - Entrepreneurial Orientation - A tendency to look for and seize profitable business opportunities; willingness to take calculated risks to achieve business goals.

	Basic	Proficient	Advanced
Director/ Executive	<ul style="list-style-type: none"> • Notices and seizes profitable business opportunities • Keeps abreast of business, industry and market information that may reveal business opportunities • Demonstrates willingness to take calculated risks to achieve business goals • Proposes innovative business deals to potential customers, suppliers, and business partners • Encourages and supports entrepreneurial behavior in others 	<ul style="list-style-type: none"> • Foresees and seizes very profitable business opportunities • Recognizes trends in business, industry and market information that reveals business opportunities • Demonstrates an eager willingness to take very calculated risks to achieve business goals; frequently is successful • Proposes innovative and cost effective business deals to potential customers, suppliers, and business partners • Encourages and supports entrepreneurial behavior in others; motivates others to take calculated risks 	<ul style="list-style-type: none"> • Is the expert at foreseeing and seizing very profitable business opportunities • Coaches others to recognize trends in business, industry and market information that reveals business opportunities • Creates a culture that fosters an eager willingness to take very calculated risks to achieve business goals; frequently is successful • Supports and coaches others to propose innovative and cost effective business deals to potential customers, suppliers, and business partners • Demonstrates a passion for encouraging and supporting entrepreneurial behavior throughout the organization; inspires others to take calculated risks

24 - Fostering Innovation - Developing, sponsoring or supporting the introduction of new and improved methods, products, procedures, or technologies.

	Basic	Proficient	Advanced
Professional/ Specialist	<ul style="list-style-type: none"> • As part of a team of people, develops a new product or service • As part of a team of people, develops a new method or approach • Encourages the development of new products, services, methods, or procedures • Encourages new approaches, methods, or technologies • Encourages better, faster, or less expensive ways to do things • Encourages cooperation with others to produce innovative solutions 	<ul style="list-style-type: none"> • Personally develops a new product or service • Personally develops a new method or approach • Sponsors the development of new products, services, methods, or procedures • Proposes new approaches, methods, or technologies • Develops better, faster, or less expensive ways to do things • Works cooperatively with others to produce innovative solutions 	<ul style="list-style-type: none"> • Personally develops a new product or service that is highly successful • Personally develops a new method or approach that brings a great deal of value to the organization • Frequently sponsors the development of new products, services, methods, or procedures that have a significant benefit to the organization • Regularly proposes new approaches, methods, or technologies that are highly successful • Frequently develops better, faster, or less expensive ways to do things that significantly improves the organization • Is highly successful at working cooperatively with others to produce innovative solutions
	Basic	Proficient	Advanced
Supervisor/ Manager	<ul style="list-style-type: none"> • As part of a team of people, develops a new product or service • As part of a team of people, develops a new method or approach • Encourages the development of new products, services, methods, or procedures • Encourages new approaches, methods, or technologies • Encourages better, faster, or less expensive ways to do things • Encourages cooperation with others to produce innovative solutions 	<ul style="list-style-type: none"> • Personally develops a new product or service • Personally develops a new method or approach • Sponsors the development of new products, services, methods, or procedures • Proposes new approaches, methods, or technologies • Develops better, faster, or less expensive ways to do things • Works cooperatively with others to produce innovative solutions 	<ul style="list-style-type: none"> • Personally develops a new product or service that is highly successful • Personally develops a new method or approach that brings a great deal of value to the organization • Frequently sponsors the development of new products, services, methods, or procedures that have a significant benefit to the organization • Regularly proposes new approaches, methods, or technologies that are highly successful • Frequently develops better, faster, or less expensive ways to do things that significantly improves the organization • Is highly successful at working cooperatively with others to produce innovative solutions

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	Basic	Proficient	Advanced
Director/ Executive	<ul style="list-style-type: none"> • Personally develops a new product or service • Personally develops a new method or approach • Sponsors the development of new products, services, methods, or procedures • Proposes new approaches, methods, or technologies • Develops better, faster, or less expensive ways to do things • Works cooperatively with others to produce innovative solutions 	<ul style="list-style-type: none"> • Personally develops a new product or service that is highly successful • Personally develops a new method or approach that brings a great deal of value to the organization • Frequently sponsors the development of new products, services, methods, or procedures that have a significant benefit to the organization • Regularly proposes new approaches, methods, or technologies that are highly successful • Frequently develops better, faster, or less expensive ways to do things that significantly improves the organization • Is highly successful at working cooperatively with others to produce innovative solutions 	<ul style="list-style-type: none"> • Supports and coaches others to personally develop a new product or service that is highly successful • Supports and coaches others to personally develop a new method or approach that brings a great deal of value to the organization • Drives self/organization to frequently sponsor the development of new products, services, methods, or procedures that have a significant benefit to the organization • Creates a culture that regularly proposes new approaches, methods, or technologies that are highly successful • Creates a culture that frequently develops better, faster, or less expensive ways to do things that significantly improves the organization • Is well known in the organization for being highly successful at working cooperatively with others to produce innovative solutions

25 - Customer Orientation - Demonstrated concern for satisfying one’s external and/or internal customers.

	Basic	Proficient	Advanced
Professional/ Specialist	<ul style="list-style-type: none"> • Wants to be the preferred supplier through total customer satisfaction • Solves customer problems • Talks to customers (internal or external) to find out what they want • Assumes that that customers believe he/she is willing to work with them to meet their needs • Attempts to measure customer satisfaction • Tries to be positive with customers 	<ul style="list-style-type: none"> • Lives the business mission: to be the preferred supplier through total customer satisfaction • Quickly and effectively solves customer problems • Talks to customers (internal or external) to find out what they want and how satisfied they are with what they are getting • Lets customers know he/she is willing to work with them to meet their needs • Finds ways to measure and track customer satisfaction • Presents a cheerful, positive manner with customers 	<ul style="list-style-type: none"> • Lives the business mission by demonstrating through words and actions: to be the preferred supplier through total customer satisfaction • Quickly and effectively solves, even the most difficult, customer problems; as a result, strengthens the relationship with customer • Talks to customers (internal or external) to find out what they want and how satisfied they are with what they are getting; takes action with the information collected • Lets customers know he/she is sincerely willing to work with them to meet their needs; gives customers a sense of confidence in him/her • Regularly measures and tracks customer satisfaction; takes action with the information collected • Consistently presents a cheerful, positive manner with customers; makes customers want to work with him/her

25 - Customer Orientation - Demonstrated concern for satisfying one’s external and/or internal customers.

	Basic	Proficient	Advanced
Supervisor/ Manager	<ul style="list-style-type: none"> • Wants to be the preferred supplier through total customer satisfaction • Solves customer problems • Talks to customers (internal or external) to find out what they want • Assumes that that customers believe he/she is willing to work with them to meet their needs • Attempts to measure customer satisfaction • Tries to be positive with customers 	<ul style="list-style-type: none"> • Lives the business mission: to be the preferred supplier through total customer satisfaction • Quickly and effectively solves customer problems • Talks to customers (internal or external) to find out what they want and how satisfied they are with what they are getting • Lets customers know he/she is willing to work with them to meet their needs • Finds ways to measure and track customer satisfaction • Presents a cheerful, positive manner with customers 	<ul style="list-style-type: none"> • Lives the business mission by demonstrating through words and actions: to be the preferred supplier through total customer satisfaction • Quickly and effectively solves, even the most difficult, customer problems resulting in a strengthened relationship with the customer • Talks to customers (internal or external) to find out what they want and how satisfied they are with what they are getting; takes action with the information collected • Lets customers know he/she is sincerely willing to work with them to meet their needs; gives customers a sense of confidence in him/her • Regularly measures and tracks customer satisfaction; takes action with the information collected • Consistently presents a cheerful, positive manner with customers; makes customers want to work with him/her

25 - Customer Orientation - Demonstrated concern for satisfying one’s external and/or internal customers.

	Basic	Proficient	Advanced
Director/ Executive	<ul style="list-style-type: none"> • Lives the business mission: to be the preferred supplier through total customer satisfaction • Quickly and effectively solves customer problems • Talks to customers (internal or external) to find out what they want and how satisfied they are with what they are getting • Lets customers know he/she is willing to work with them to meet their needs • Finds ways to measure and track customer satisfaction • Presents a cheerful, positive manner with customers 	<ul style="list-style-type: none"> • Lives the business mission by demonstrating through words and actions: to be the preferred supplier through total customer satisfaction • Quickly and effectively solves, even the most difficult, customer problems resulting in a strengthened relationship with the customer • Talks to customers (internal or external) to find out what they want and how satisfied they are with what they are getting; takes action with the information collected • Lets customers know he/she is sincerely willing to work with them to meet their needs; gives customers a sense of confidence in him/her • Regularly measures and tracks customer satisfaction; takes action with the information collected • Consistently presents a cheerful, positive manner with customers; makes customers want to work with him/her 	<ul style="list-style-type: none"> • Champions the business mission by demonstrating through words and actions: to be the preferred supplier through total customer satisfaction • Instills a culture in the organization to quickly and effectively solve, even the most difficult, customer problems resulting in a strengthened relationship with the customer • Keeps the organization focused on talking to customers (internal or external) to find out what they want and how satisfied they are with what they are getting; creates an expectation of change and improvement with the information collected • Instills a culture in the organization to let customers know they are sincerely willing to work with them to meet their needs; gives customers a sense of confidence in him/her • Drives the organization to regularly measure and track customer satisfaction; ensures actions are taken with the information collected • Is a role model in the organization for consistently presenting a cheerful, positive manner with customers; makes customers want to work with him/her

26 - Results Orientation - Focusing on the desired end result of one’s own or one’s units work; setting challenging goals, focusing effort on the goals, and meeting or exceeding them.

	Basic	Proficient	Advanced
Professional/ Specialist	<ul style="list-style-type: none"> • Develops general goals for most initiatives, projects, and meetings • Can lose commitment to achieving goals when faced with obstacles or frustrations • Measures performance against goals if time and resources permit • Makes a good effort to achieve a goal • Usually has a sense of urgency when faced with problems and getting the work done 	<ul style="list-style-type: none"> • Develops clear, challenging, but achievable, goals for initiatives, projects, and meetings • Maintains commitment to achieving goals even in the face of obstacles and frustrations • Finds or creates ways to measure performance against goals • Exerts unusual effort over time to achieve a goal • Has a strong sense of urgency about solving problems and getting work done 	<ul style="list-style-type: none"> • Develops clear, challenging, but achievable goals and expectations for all initiatives, projects, and meetings • Extremely focused at maintaining commitment to achieving the goals; persistent and effective even in the face of obstacles and frustrations • Tracks performance against goals and identifies shortfalls on a timely basis; finds ways to address and correct problems • Exerts unusual effort over time to exceed a goal • Has an extremely strong sense of urgency about solving problems and getting the work done; works through issues
	Basic	Proficient	Advanced
Supervisor/ Manager	<ul style="list-style-type: none"> • Develops general goals for most initiatives, projects, and meetings • Can lose commitment to achieving goals when faced with obstacles or frustrations • Measures performance against goals if time and resources permit • Makes a good effort to achieve a goal • Usually has a sense of urgency when faced with problems and getting the work done 	<ul style="list-style-type: none"> • Develops clear, challenging, but achievable, goals for initiatives, projects, and meetings • Maintains commitment to achieving goals even in the face of obstacles and frustrations • Finds or creates ways to measure performance against goals • Exerts unusual effort over time to achieve a goal • Has a strong sense of urgency about solving problems and getting work done 	<ul style="list-style-type: none"> • Ensures subordinates and teams develop clear, challenging, but achievable goals and expectations for initiatives, projects, and meetings • Ensures subordinates and teams remain focused at maintaining commitment to achieving their goals; helps them stay persistent and effective even in the face of obstacles and frustrations • Ensures subordinates and teams track and measure performance against goals; helps them to identify shortfalls on a timely basis and find ways to address and correct problems • Ensures subordinates and teams exert unusual effort over time to exceed goals • Ensures subordinates and teams have a strong sense of urgency when faced with problems and getting the work done; helps them to work through issues

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	Basic	Proficient	Advanced
Director/ Executive	<ul style="list-style-type: none"> • Develops clear, challenging, but achievable, goals for initiatives, projects, and meetings • Maintains commitment to achieving goals even in the face of obstacles and frustrations • Finds or creates ways to measure performance against goals • Exerts unusual effort over time to achieve a goal • Has a strong sense of urgency about solving problems and getting work done 	<ul style="list-style-type: none"> • Ensures subordinates and teams develop clear, challenging, but achievable goals and expectations for initiatives, projects, and meetings • Ensures subordinates and teams remain focused at maintaining commitment to achieving their goals; helps them stay persistent and effective even in the face of obstacles and frustrations • Ensures subordinates and teams track and measure performance against goals; helps them to identify shortfalls on a timely basis and find ways to addresses and correct problems • Ensures subordinates and teams exert unusual effort over time to exceed goals • Ensures subordinates and teams have a strong sense of urgency when faced with problems and getting the work done; helps them to work through issues 	<ul style="list-style-type: none"> • Demonstrates a passion for developing clear, challenging, and achievable goals and expectations for all initiatives, projects, and meetings • Keeps the organization focused at maintaining its commitment to achieving its goals; coaches other leaders to stay persistent and effective even in the face of obstacles and frustrations • Drives self/organization to track and measure performance against goals; helps other leaders to identify shortfalls on a timely basis and find ways to addresses and correct problems • Creates an environment in the organization that expects others to exert an unusual effort over time to exceed goals • Is a role model for maintaining an extremely strong sense of urgency when faced with problems and getting the work done; helps other leaders to work through issues

27 - Thoroughness - Ensuring that one’s own and other’s work and information are complete and accurate; careful preparation for meetings and presentations; following up with others to ensure that agreements and commitments have been fulfilled.

	Basic	Proficient	Advanced
Professional/ Specialist	<ul style="list-style-type: none"> • Works to ensure high quality of work • Makes an effort to monitor the quality of work • Attempts to verify information • Tries to check the accuracy of own work • Keeps track of information or work progress • Prepares for meetings and presentations • Helps to others with information or materials • Reviews the information in work reports provided by management, management information systems, or other individuals and groups 	<ul style="list-style-type: none"> • Sets up procedures to ensure high quality of work (e.g., review meetings) • Monitors the quality of work • Acts to verify information • Checks the accuracy of own work • Develops and uses systems to organize and keep track of information or work progress • Carefully prepares for meetings and presentations • Organizes information or materials for others • Carefully reviews and checks the accuracy of information in work reports (e.g., production, sales, financial performance) provided by management, management information systems, or other individuals and groups 	<ul style="list-style-type: none"> • Sets up highly effective and efficient procedures that ensure high quality of work (e.g., review meetings) • Regularly monitors the quality of work to identify and resolve issues on a timely basis • Regularly acts to verify the accuracy and completeness of information • Regularly checks the accuracy of own work; quickly identifies and resolves problems • Extremely skilled at developing and using systems to organize and keep track of information or work progress • Carefully plans and prepares for meetings and presentations; ready for anything • Organizes information or materials for others; helps others be more effective and efficient • Carefully reviews and checks the accuracy of information in work reports (e.g., production, sales, financial performance) provided by management, management information systems, or other individuals and groups; always identifies errors or discrepancies

27 - Thoroughness - Ensuring that one's own and other's work and information are complete and accurate; careful preparation for meetings and presentations; following up with others to ensure that agreements and commitments have been fulfilled.

	Basic	Proficient	Advanced
Supervisor/ Manager	<ul style="list-style-type: none"> • Works to ensure high quality of work • Makes an effort to monitor the quality of work • Attempts to verify information • Tries to check the accuracy of other's work • Keeps track of information or work progress • Prepares for meetings and presentations • Helps to others with information or materials • Reviews the information in work reports provided by management, management information systems, or other individuals and groups 	<ul style="list-style-type: none"> • Sets up procedures to ensure high quality of work (e.g., review meetings) • Monitors the quality of work • Acts to verify information • Checks the accuracy of other's work • Develops and uses systems to organize and keep track of information or work progress • Carefully prepares for meetings and presentations • Organizes information or materials for others • Carefully reviews and checks the accuracy of information in work reports (e.g., production, sales, financial performance) provided by management, management information systems, or other individuals and groups 	<ul style="list-style-type: none"> • Sets up highly effective and efficient procedures that ensure high quality of work (e.g., review meetings) • Regularly monitors the quality of work to identify and resolve issues on a timely basis • Regularly acts to verify the accuracy and completeness of information • Regularly checks the accuracy of other's work; quickly identifies and resolves problems • Extremely skilled at developing and using systems to organize and keep track of information or work progress • Carefully plans and prepares for meetings and presentations; is ready for anything • Organizes information or materials for others; helps others be more effective and efficient • Carefully reviews and checks the accuracy of information in work reports (e.g., production, sales, financial performance) provided by management, management information systems, or other individuals and groups; identifies errors or discrepancies

27 - Thoroughness - Ensuring that one’s own and other’s work and information are complete and accurate; careful preparation for meetings and presentations; following up with others to ensure that agreements and commitments have been fulfilled.

	Basic	Proficient	Advanced
Director/ Executive	<ul style="list-style-type: none"> • Sets up procedures to ensure high quality of work (e.g., review meetings) • Monitors the quality of work • Acts to verify information • Checks the accuracy of other’s work • Develops and uses systems to organize and keep track of information or work progress • Carefully prepares for meetings and presentations • Organizes information or materials for others • Carefully reviews and checks the accuracy of information in work reports (e.g., production, sales, financial performance) provided by management, management information systems, or other individuals and groups 	<ul style="list-style-type: none"> • Sets up highly effective and efficient procedures that ensure high quality of work (e.g., review meetings) • Regularly monitors the quality of work to identify and resolve issues on a timely basis • Regularly acts to verify the accuracy and completeness of information • Regularly checks the accuracy of other’s work; quickly identifies and resolves problems • Extremely skilled at developing and using systems to organize and keep track of information or work progress • Carefully plans and prepares for meetings and presentations; is ready for anything • Organizes information or materials for others; helps others be more effective and efficient • Carefully reviews and checks the accuracy of information in work reports (e.g., production, sales, financial performance) provided by management, management information systems, or other individuals and groups; identifies errors or discrepancies 	<ul style="list-style-type: none"> • Creates a culture that sets up highly effective and efficient procedures that ensure high quality of work (e.g., review meetings) • Instills in the organization the need for regularly monitoring the quality of work to identify and resolve issues on a timely basis • Is the expert at regularly acting to verify the accuracy and completeness of information • Creates an expectation and coaches others to regularly check the accuracy of other’s work; helps them to quickly identify and resolve problems • Helps the organization be extremely skilled at developing and using systems to organize and keep track of information or work progress • Coaches others to carefully plan and prepare for meetings and presentations; helps them be ready for anything • Is well known in the organization for organizing information or materials for others; helps them be more effective and efficient • Drives self/organization to carefully review and check the accuracy of information in work reports (e.g., production, sales, financial performance) provided by management, management information systems, or other individuals and groups; creates a mindset to identify errors or discrepancies

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)

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

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
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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	Basic	Proficient	Advanced
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

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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	Basic	Proficient	Advanced
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

31 - Self Confidence - Faith in one’s own ideas and ability to be successful; willingness to take an independent position in the face of opposition.

	Basic	Proficient	Advanced
Professional/ Specialist	<ul style="list-style-type: none"> • Shows confidence in own ability • Presents self well • Is willing to speak up to the right person or group at the right time • Approaches most tasks with a positive attitude 	<ul style="list-style-type: none"> • Is confident of own ability to accomplish goals • Presents self crisply and impressively • Is willing to speak up to the right person or group at the right time when he/she disagrees with a decision or strategy • Approaches challenging tasks with a “can-do” attitude 	<ul style="list-style-type: none"> • Demonstrates confidence in own ability to accomplish even the most demanding goals • Presents self crisply and impressively; appears poised and certain of what he/she is saying • Does not hesitate to speak up to the right person or group at the right time when he/she disagrees with a decision or strategy; has strong convictions in his/her beliefs • Approaches very difficult and challenging tasks with a “can-do” attitude; believes in own ability to get the job done
	Basic	Proficient	Advanced
Supervisor/ Manager	<ul style="list-style-type: none"> • Shows confidence in own ability • Presents self well • Is willing to speak up to the right person or group at the right time • Approaches most tasks with a positive attitude 	<ul style="list-style-type: none"> • Is confident of own ability to accomplish goals • Presents self crisply and impressively • Is willing to speak up to the right person or group at the right time when he/she disagrees with a decision or strategy • Approaches challenging tasks with a “can-do” attitude 	<ul style="list-style-type: none"> • Demonstrates confidence in own ability to accomplish even the most demanding goals • Presents self crisply and impressively; appears poised and certain of what he/she is saying • Does not hesitate to speak up to the right person or group at the right time when he/she disagrees with a decision or strategy; has strong convictions in his/her beliefs • Approaches very difficult and challenging tasks with a “can-do” attitude; believes in own ability to get the job done

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32 - Adaptability - The ability to keep functioning effectively when under pressure and/or experiencing rapidly changing or uncertain conditions, and to maintain self-control in the face of hostility or provocation.

	Basic	Proficient	Advanced
Professional/ Specialist	<ul style="list-style-type: none"> • Can, at times, get nervous under stress • Can effectively handle only one problem or task at a time • Does not always control his/her response when criticized, attacked or provoked • Can lose his/her sense of humor under difficult circumstances • Does not always manage own behavior to prevent or reduce feelings of stress • Can, at times, negatively react to unforeseen circumstances and setbacks • Is not always able to modify behavior to remain effective in different organizations and cultures 	<ul style="list-style-type: none"> • Remains calm under stress • Can effectively handle several problems or tasks at once • Controls his/her response when criticized, attacked or provoked • Maintains a sense of humor under difficult circumstances • Manages own behavior to prevent or reduce feelings of stress • Quickly adjusts and constructively reacts to unforeseen circumstances and setbacks • Modifies behavior to remain effective in different organizations and cultures 	<ul style="list-style-type: none"> • Remains extremely calm under a great deal of stress • Can effectively handle a variety of complex and difficult problems or tasks at once • Controls his/her response by remaining calm and composed when criticized, attacked or provoked • Maintains a strong sense of humor under difficult circumstances; uses humor to effectively reduce tension • Effectively manages own behavior to successfully prevent or reduce feelings of stress in others • Quickly adjusts and constructively reacts to unforeseen circumstances and setbacks; makes them seem less severe • Very successful at modifying behavior to remain effective in different organizations and cultures

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	Basic	Proficient	Advanced
Supervisor/ Manager	<ul style="list-style-type: none"> • Can, at times, get nervous under stress • Can effectively handle only one problem or task at a time • Does not always control his/her response when criticized, attacked or provoked • Can lose his/her sense of humor under difficult circumstances • Does not always manage own behavior to prevent or reduce feelings of stress • Can, at times, negatively react to unforeseen circumstances and setbacks • Is not always able to modify behavior to remain effective in different organizations and cultures 	<ul style="list-style-type: none"> • Remains calm under stress • Can effectively handle several problems or tasks at once • Controls his/her response when criticized, attacked or provoked • Maintains a sense of humor under difficult circumstances • Manages own behavior to prevent or reduce feelings of stress • Quickly adjusts and constructively reacts to unforeseen circumstances and setbacks • Modifies behavior to remain effective in different organizations and cultures 	<ul style="list-style-type: none"> • Remains extremely calm under a great deal of stress • Can effectively handle a variety of complex and difficult problems or tasks at once • Controls his/her response by remaining calm and composed when criticized, attacked or provoked • Maintains a strong sense of humor under difficult circumstances; uses humor to effectively reduce tension • Effectively manages own behavior to successfully prevent or reduce feelings of stress in others • Quickly adjusts and constructively reacts to unforeseen circumstances and setbacks; makes them seem less severe • Very successful at modifying behavior to remain effective in different organizations and cultures

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33 - Personal Credibility - Demonstrated concern that one be perceived as responsible, reliable, and trustworthy.

	Basic	Proficient	Advanced
Professional/ Specialist	<ul style="list-style-type: none"> • At times is dependable, but doesn't always deliver on commitments • Has been known to share confidential information in an inappropriate manner; does not always keep concerns shared by others private • In certain situations is not straightforward, forthright or honest with people • Usually carries his/her fair share of the workload • Hesitant to admit to mistakes; has excuses or tends to blame others • Knowledgeable of the facts and information 	<ul style="list-style-type: none"> • Dependable; delivers on commitments • Respects the confidentiality of information; keeps personal conversations with others private • Forthright and honest with people • Carries his/her fair share of the workload • Admits to mistakes and takes responsibility; never blames others • Conveys a command of the relevant facts and information 	<ul style="list-style-type: none"> • Consistently reliable and dependable over time; always delivers on commitments • Trustworthy and maintains the confidentiality of information; keeps personal conversations with others in strict privacy • Has a track record of being extremely truthful; forthright, and honest with all people • Does more than his/her fair share of the workload; takes on additional responsibility • Willingly admits to mistakes and takes full responsibility; never blames others; sees them as a learning experience • Thorough knowledge and command of all relevant facts and critical information in situations
	Basic	Proficient	Advanced
Supervisor/ Manager	<ul style="list-style-type: none"> • At times is dependable, but doesn't always deliver on commitments • Has been known to share confidential information in an inappropriate manner; does not always keep concerns shared by others private • In certain situations is not, straightforward, forthright or honest with people • Usually carries his/her fair share of the workload • Hesitant to admit to mistakes; has excuses or tends to blame others • Knowledgeable of the facts and information 	<ul style="list-style-type: none"> • Dependable; delivers on commitments • Respects the confidentiality of information; keeps personal conversations with others private • Forthright and honest with people • Carries his/her fair share of the workload • Admits to mistakes and takes responsibility; never blames others • Conveys a command of the relevant facts and information 	<ul style="list-style-type: none"> • Consistently reliable and dependable over time; always delivers on commitments • Trustworthy and maintains the confidentiality of information; keeps personal conversations with others in strict privacy • Has a track record of being extremely truthful; forthright, and honest with all people • Does more than his/her fair share of the workload; takes on additional responsibility • Willingly admits to mistakes and takes full responsibility; never blames others; sees them as a learning experience • Thorough knowledge and command of all relevant facts and critical information in situations

33 - Personal Credibility - Demonstrated concern that one be perceived as responsible, reliable, and trustworthy.

	Basic	Proficient	Advanced
Director/ Executive	<ul style="list-style-type: none"> • Dependable; delivers on commitments • Respects the confidentiality of information; keeps personal conversations with others private • Forthright and honest with people • Carriers his/her fair share of the workload • Admits to mistakes and takes responsibility; never blames others • Conveys a command of the relevant facts and information 	<ul style="list-style-type: none"> • Consistently reliable and dependable over time; always delivers on commitments • Trustworthy and maintains the confidentiality of information; keeps personal conversations with others in strict privacy • Has a track record of being extremely truthful; forthright, and honest with all people • Does more than his/her fair share of the workload; takes on additional responsibility • Willingly admits to mistakes and takes full responsibility; never blames others; sees them as a learning experience • Thorough knowledge and command of all relevant facts and critical information in situations 	<ul style="list-style-type: none"> • Drives self/organization to consistently be reliable and dependable; coaches others to always deliver on commitments • Is a role model for always being trustworthy and maintaining the confidentiality of information; has a history of keeping personal conversations with others in strict privacy • Instills a mindset in others to be extremely truthful; forthright, and honest with people in all situations • Has a long history of always exceeding his/her fair share of the workload; always takes on additional work • Is well known for willingly admitting to mistakes and taking full responsibility; never blames others; sees them as a learning experience • Creates an environment in the organization where others are expected to have a thorough knowledge and command of all the relevant facts and information in all situations

34 - Flexibility - Openness to different and new ways of doing things; willingness to modify one’s preferred way of doing things

	Basic	Proficient	Advanced
Professional/ Specialist	<ul style="list-style-type: none"> • Listens to perspectives other than his/her own • Shows some openness to new organizational structures, procedures, and technology • Eventually switches to a different strategy when an initially selected one has been unsuccessful over time • Will eventually modify a strongly held position in the face of contrary evidence 	<ul style="list-style-type: none"> • Is able to see the merits of perspectives other than his/her own • Demonstrates openness to new organizational structures, procedures, and technology • Switches to a different strategy when an initially selected one is unsuccessful • Demonstrates willingness to modify a strongly held position in the face of contrary evidence 	<ul style="list-style-type: none"> • Is able to see and apply the merits of perspectives other than his/her own • Demonstrates openness and willingly supports new organizational structures, procedures, and technology • Is quick to switch to a different strategy when an initially selected one is unsuccessful • Will quickly modify a strongly held position in the face of contrary evidence
	Basic	Proficient	Advanced
Supervisor/ Manager	<ul style="list-style-type: none"> • Listens to perspectives other than his/her own • Shows some openness to new organizational structures, procedures, and technology • Eventually switches to a different strategy when an initially selected one has been unsuccessful over time • Will eventually modify a strongly held position in the face of contrary evidence 	<ul style="list-style-type: none"> • Is able to see the merits of perspectives other than his/her own • Demonstrates openness to new organizational structures, procedures, and technology • Switches to a different strategy when an initially selected one is unsuccessful • Demonstrates willingness to modify a strongly held position in the face of contrary evidence 	<ul style="list-style-type: none"> • Is able to see and apply the merits of perspectives other than his/her own • Demonstrates openness and willingly supports new organizational structures, procedures, and technology • Is quick to switch to a different strategy when an initially selected one is unsuccessful • Will quickly modify a strongly held position in the face of contrary evidence
	Basic	Proficient	Advanced
Director/ Executive	<ul style="list-style-type: none"> • Is able to see the merits of perspectives other than his/her own • Demonstrates openness to new organizational structures, procedures, and technology • Switches to a different strategy when an initially selected one is unsuccessful • Demonstrates willingness to modify a strongly held position in the face of contrary evidence 	<ul style="list-style-type: none"> • Is able to see and apply the merits of perspectives other than his/her own • Demonstrates openness and willingly supports new organizational structures, procedures, and technology • Is quick to switch to a different strategy when an initially selected one is unsuccessful • Will quickly modify a strongly held position in the face of contrary evidence 	<ul style="list-style-type: none"> • Champions the need in the organization to see and apply the merits of perspectives other than your own • Creates a culture that demonstrates openness and willingly supports new organizational structures, procedures, and technology • Supports and coaches others to quickly switch to a different strategy when an initially selected one is unsuccessful • Is a role model for quickly modify a strongly held position in the face of contrary evidence

35 - Personal Accountability - Takes responsibility for the results and future direction of the organization.

	Basic	Proficient	Advanced
Professional/ Specialist	<ul style="list-style-type: none"> • Usually accepts ownership for the leadership and effectiveness of the organization • Demonstrates a positive attitude • Does not focus enough attention on determining what can be done to make progress; can dwell too much on why it can't be done or blaming others for problems • Does not always recognize what one can and can't control; can focus energy on areas that one can not affect • Tells others to have a sense of accountability; encourages people towards greater results • Acknowledges own mistakes; asks for feedback 	<ul style="list-style-type: none"> • Willingly accepts ownership for the leadership and effectiveness of the organization; looks for ways to make a difference • Consistently demonstrates a positive can-do, overcome-any- barrier attitude • Focuses attention on determining what can be done to make progress rather than on why it can't be done or blaming others for problems • Recognizes what one can and can't control; focuses energy on areas that one can affect rather than on things one can't • Coaches others to instill a sense of accountability; uses ownership as a way to empower people towards greater results • Acknowledges own mistakes and limitations; seeks and accepts constructive criticism 	<ul style="list-style-type: none"> • Willingly accepts ownership for the leadership and effectiveness of the organization, even with very difficult projects and tasks; finds ways to make a difference • Consistently demonstrates a positive can-do, overcome-any- barrier attitude even when faced with extremely challenging demands • Focuses attention on determining what can be done to make progress rather than on why it can't be done or blaming others for problems; does not let anything get in the way of progress • Instinctively knows what one can and can't control; proactively focuses all energy on areas that one can affect and avoids things one can't • Effectively coaches others to instill a sense of accountability; creates ownership that empowers and motivates people to greater results • Openly acknowledges own mistakes and limitations; seeks and accepts constructive criticism that is used to hold him/herself accountable

35 - Personal Accountability - Takes responsibility for the results and future direction of the organization.

	Basic	Proficient	Advanced
Supervisor/ Manager	<ul style="list-style-type: none"> • Usually accepts ownership for the leadership and effectiveness of the organization • Demonstrates a positive attitude • Does not focus enough attention on determining what can be done to make progress; can dwell too much on why it can't be done or blaming others for problems • Does not always recognize what one can and can't control; can focus energy on areas that one can not affect • Tells others to have a sense of accountability; encourages people towards greater results • Acknowledges own mistakes; asks for feedback 	<ul style="list-style-type: none"> • Willingly accepts ownership for the leadership and effectiveness of the organization; looks for ways to make a difference • Consistently demonstrates a positive can-do, overcome-any- barrier attitude • Focuses attention on determining what can be done to make progress rather than on why it can't be done or blaming others for problems • Recognizes what one can and can't control; focuses energy on areas that one can affect rather than on things one can't • Coaches others to instill a sense of accountability; uses ownership as a way to empower people towards greater results • Acknowledges own mistakes and limitations; seeks and accepts constructive criticism 	<ul style="list-style-type: none"> • Willingly accepts ownership for the leadership and effectiveness of the organization, even with very difficult projects and tasks; finds ways to make a difference • Consistently demonstrates a positive can-do, overcome-any- barrier attitude even when faced with extremely challenging demands • Focuses attention on determining what can be done to make progress rather than on why it can't be done or blaming others for problems; does not let anything get in the way of progress • Instinctively knows what one can and can't control; proactively focuses all energy on areas that one can affect and avoids things one can't • Effectively coaches others to instill a sense of accountability; creates ownership that empowers and motivates people to greater results • Openly acknowledges own mistakes and limitations; seeks and accepts constructive criticism that is used to hold him/herself accountable

35 - Personal Accountability - Takes responsibility for the results and future direction of the organization.

	Basic	Proficient	Advanced
Director/ Executive	<ul style="list-style-type: none"> • Willingly accepts ownership for the leadership and effectiveness of the organization; looks for ways to make a difference • Consistently demonstrates a positive can-do, overcome-any- barrier attitude • Focuses attention on determining what can be done to make progress rather than on why it can't be done or blaming others for problems • Recognizes what one can and can't control; focuses energy on areas that one can affect rather than on things one can't • Coaches others to instill a sense of accountability; uses ownership as a way to empower people towards greater results • Acknowledges own mistakes and limitations; seeks and accepts constructive criticism 	<ul style="list-style-type: none"> • Willingly accepts ownership for the leadership and effectiveness of the organization, even with very difficult projects and tasks; finds ways to make a difference • Consistently demonstrates a positive can-do, overcome-any- barrier attitude even when faced with extremely challenging demands • Focuses attention on determining what can be done to make progress rather than on why it can't be done or blaming others for problems; does not let anything get in the way of progress • Instinctively knows what one can and can't control; proactively focuses all energy on areas that one can affect and avoids things one can't • Effectively coaches others to instill a sense of accountability; creates ownership that empowers and motivates people to greater results • Openly acknowledges own mistakes and limitations; seeks and accepts constructive criticism that is used to hold him/herself accountable 	<ul style="list-style-type: none"> • Creates a culture that willingly accepts ownership for the leadership and effectiveness of the organization, even with very difficult projects and tasks; finds ways to make a difference • Is a role model for consistently demonstrating a positive can-do, overcome-any- barrier attitude even when faced with extremely challenging demands • Instills a mindset in others that focuses attention on determining what can be done to make progress rather than on why it can't be done or blaming others for problems; encourages others to not let anything get in the way of progress • Coaches others to know what one can and can't control; helps them to proactively focuses all energy on areas that one can affect and avoids things one can't • Helps other leaders to effectively coach others to instill a sense of accountability; helps them to create ownership that empowers and motivates people to greater results • Leads by example by openly acknowledging own mistakes and limitations; seeks and accepts constructive criticism that is used to hold him/herself accountable