

EMPLOYEE COMPETENCY DEFINITIONS AND KEY ACTIONS



Employee: An individual contributor.

People Leader: Anyone who has one or more direct reports who are individual contributors.

Leader of Leaders: Anyone who supervises other leaders.

LEADING

ADAPTING

Maintaining effectiveness when experiencing major changes in work responsibilities or environment (e.g., people, processes, structure, or culture); adjusting effectively to change by exploring the benefits, trying new approaches, and collaborating with others to make the change successful.

Key Actions

- Tries to understand changes
- Approaches change with a positive mind-set
- Adjusts behavior

COMMUNICATING EFFECTIVELY

Conveying information and ideas clearly and concisely to individuals or groups in an engaging manner that helps them understand and retain the message; listening actively to others.

Key Actions

- Organizes the communication
- Maintains attention
- Adjusts to the listener
- Ensures understanding
- Listens actively
- Conveys a professional presence

PROACTIVELY LEARNING

Assimilating and applying new job-related information in a timely manner.

Key Actions

- Actively participates in learning activities
- Quickly gains knowledge, understanding, or skill
- Applies knowledge or skill

LIVING THE CULTURE

SERVING OTHERS

Establishing and sustaining trusting relationships by accurately perceiving and interpreting own and others' emotions and behavior; leveraging insights to effectively manage own responses so that one's behavior matches one's values and delivers intended results.

Key Actions

- Builds self-awareness
- Maintains self-control
- Maintains or enhances self-esteem
- Listens and responds with empathy
- Asks for help and encourages involvement
- Shares thoughts, feelings, and rationale
- Provides support without removing responsibility
- Facilitates discussions

BUILDING TRUST

Using appropriate interpersonal styles to establish effective relationships with customers and internal partners; interacting with others in a way that promotes openness and trust and gives them confidence in one's intentions.

Key Actions

- Establishes relationships
- Helps others have personal win
- Reinforces others' self-worth
- Shows can be trusted

VALUING DIFFERENCES

Working effectively with individuals of different cultures, interpersonal styles, abilities, motivations or backgrounds; seeks out and uses unique abilities, insights, and ideas from individuals from all walks of life.

Key Actions

- Seeks understanding
- Conveys respect
- Uses insight from all corners

THINKING & DECISION-MAKING

BUILDING BUSINESS KNOWLEDGE

Having achieved a satisfactory level of technical, functional, and/or professional skill or knowledge in position-related areas; keeping up with current developments and trends in areas of expertise; leveraging expert knowledge to accomplish results.

Key Actions

- Understands technical terminology and developments
- Knows how to apply a technical skill or procedure
- Knows when to apply a technical skill or procedure
- Performs complex tasks in area of expertise

MAKING CONTINUOUS IMPROVEMENTS

Originating action to improve existing conditions and processes; identifying improvement opportunities, generating ideas, and implementing solutions.

Key Actions

- Identifies opportunities
- Determines causes
- Targets improvement ideas
- Implements improvements

BUILDING CUSTOMER LOYALTY

Meeting and exceeding internal or external customer expectations while cultivating relationships that secure commitment and trust.

Key Actions

- Enhances the customer's self-esteem
- Clarifies the customer situation
- Involves the customer
- Takes the "HEAT"
- Meets or exceeds needs
- Confirms satisfaction

PRODUCING RESULTS

INFLUENCING OTHERS

Using effective involvement and persuasion strategies to gain acceptance of ideas and commitment to actions that support specific work outcomes.

Key Actions

- Clarifies the situation
- Shares own perspective to build trust
- Builds a compelling case
- Involves others in exploring solutions
- Empathizes with others' concerns
- Steers commitment to action

DELIVERING HIGH QUALITY RESULTS

Setting high standards of performance for self; assuming responsibility and accountability for successfully completing assignments or tasks; self-imposing standards of excellence rather than having standards imposed.

Key Actions

- Sets standards for excellence
- Ensures high quality
- Takes responsibility
- Encourages others to take responsibility

COLLABORATING

Working cooperatively with others to help a team or work group achieve its goals.

Key Actions

- Contributes to goal accomplishment
- Asks for help and encourages involvement
- Informs others on team
- Models commitment

PEOPLE LEADER COMPETENCY DEFINITIONS AND KEY ACTIONS



Employee: An individual contributor.

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Leader of Leaders: Anyone who supervises other leaders.

LEADING

FACILITATING CHANGE

Encouraging others to implement better approaches to address problems and opportunities; leading the implementation and acceptance of change within the workplace.

Key Actions

- Communicates what is changing and why
- Addresses resistance
- Involves others to develop a sound approach
- Provides implementation support
- Rewards change

COMMUNICATING WITH IMPACT

Clearly and succinctly conveying information and ideas to individuals and groups in a variety of situations; communicating in a focused and compelling way that drives others' thoughts and actions.

Key Actions

- Delivers clear messages
- Communicates with impact
- Uses language appropriately
- Ensures understanding
- Conveys a professional presence

CONTINUOUSLY LEARNING

Actively identifying new areas for learning; regularly creating and taking advantage of learning opportunities; using newly gained knowledge and skill on the job and learning through their application.

Key Actions

- Targets learning needs
- Seeks learning opportunities
- Maximizes learning
- Applies knowledge or skill
- Takes risks in learning

THINKING & DECISION-MAKING

BUILDING BUSINESS ACUMEN

Using one's knowledge of economic, financial, market, and industry trends to understand and improve individual, work group, and/or organizational results; using one's understanding of major business functions, industry trends, and own organization's position to contribute to effective business strategies and/or tactics.

Key Actions

- Analyzes
- Integrates
- Understands business functions
- Understands the industry
- Leverages own understanding

MAKING DECISIONS

Identifying and understanding problems and opportunities by gathering, analyzing, and interpreting quantitative and qualitative information; choosing the best course of action by establishing clear decision criteria, generating and evaluating alternatives, and making timely decisions; taking action that is consistent with available facts and constraints and optimizes probable consequences.

Key Actions

- Identifies problems and opportunities
- Gathers information
- Interprets information
- Generates alternatives
- Evaluates alternatives and risks
- Chooses an effective option
- Commits to action
- Considers others' perspectives

ENSURING CUSTOMER SATISFACTION

Ensuring that the internal or external customer's perspective is a driving force behind strategic priorities, business decisions, organizational processes, and individual activities; crafting and implementing service practices that meet customers' and own organization's needs; promoting and operationalizing customer service as a value.

Key Actions

- Seeks to understand customers
- Identifies customer service issues
- Drives customer-focused practices
- Assures customer satisfaction

LIVING THE CULTURE

SERVING OTHERS

Establishing and sustaining trusting relationships by accurately perceiving and interpreting own and others' emotions and behavior; leveraging insights to effectively manage own responses so that one's behavior matches one's values and delivers intended results.

Key Actions

- Builds self-awareness
- Maintains self-control
- Maintains or enhances self-esteem
- Listens and responds with empathy
- Asks for help and encourages involvement
- Shares thoughts, feelings, and rationale
- Provides support without removing responsibility
- Facilitates discussions

CREATING A CULTURE OF TRUST

Fostering a work environment that encourages people to act with integrity and treat each other and their ideas with respect; creating and protecting a high-trust environment by setting an example, advocating for others in the face of challenges, removing barriers to trust, and rewarding others for demonstrating behaviors that cultivate trust.

Key Actions

- Demonstrates personal integrity
- Encourages disclosure
- Facilitates an open exchange of ideas
- Advocates for others

CREATING AN INCLUSIVE ENVIRONMENT

Making decisions and initiating actions to ensure that business unit policies and practices leverage the capabilities and insights of individuals with different backgrounds, cultures, styles, abilities and motivations.

Key Actions

- Seeks understanding
- Uses insight from all corners
- Conveys respect
- Embraces everyone

PRODUCING RESULTS

INFLUENCING FOR ORGANIZATIONAL IMPACT

Using effective involvement and persuasion strategies to gain acceptance of ideas and commitment to actions that support specific work outcomes.

Key Actions

- Clarifies the situation
- Shares own perspective to build trust
- Builds a compelling case
- Involves others in exploring solutions
- Empathizes with others' concerns
- Steers commitment to action

EXECUTING THROUGH OTHERS

Ensuring others contribute to organization strategies by focusing them on the most critical priorities, measuring progress, and ensuring accountability against those metrics.

Key Actions

- Maintains focus
- Measures progress and outcome
- Ensures accountability

COACHING

Engaging an individual in developing and committing to an action plan that targets specific behaviors, skills, or knowledge needed to ensure performance improvement or prepare for success in new responsibilities.

Key Actions

- Aligns expectations for the discussion
- Defines the performance challenge
- Maintains motivation
- Engages and involves
- Offers support
- Gains agreement
- Establishes action plan

LEADER OF LEADERS COMPETENCY DEFINITIONS AND KEY ACTIONS



Employee: An individual contributor.

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LEADING

LEADING CHANGE

Driving organizational and cultural changes needed to achieve strategic objectives; catalyzing new approaches to improve results by transforming organizational culture, systems, or products/services; helping others overcome resistance to change.

Key Actions

- Identifies change opportunities
- Catalyzes change
- Facilitates transition

COMMUNICATING COMPELLINGLY

Clearly and succinctly conveying information and ideas to individuals and groups; communicating in a focused and compelling way that captures and holds others' attention.

Key Actions

- Delivers clear messages
- Communicates with impact
- Uses language appropriately
- Ensures understanding

SEEKING PERSONAL GROWTH

Actively pursuing development experiences to improve interpersonal and business impact.

Key Actions

- Pursues learning activities
- Takes risks in learning
- Applies learning to new challenges

LIVING THE CULTURE

SERVING OTHERS

Establishing and sustaining trusting relationships by accurately perceiving and interpreting own and others' emotions and behavior; leveraging insights to effectively manage own responses so that one's behavior matches one's values and delivers intended results.

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- Builds self-awareness
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CULTIVATING ORGANIZATIONAL TRUST

Gaining other people's trust by demonstrating openness and honesty, behaving consistently, and acting in accordance with moral, ethical, professional, and organizational guidelines.

Key Actions

- Openly discloses
- Stays true to self
- Acts with integrity

OPTIMIZING DIVERSITY

Establishing and supporting organizational systems, policies, and practices that reduce barriers and leverage the capabilities and insights of individuals from different backgrounds, cultures, styles, abilities, and motivations.

Key Actions

- Explores current resources
- Uses insight from all corners
- Embraces everyone

THINKING & DECISION-MAKING

BUILDING ORGANIZATIONAL ACUMEN

Using one's knowledge of economic, financial, market, and industry trends to understand and improve individual, work group, and/or organizational results; using one's understanding of major business functions, industry trends, and own organization's position to contribute to effective business strategies and/or tactics. Utilizing financial data to diagnose business strengths and weaknesses and identify the implications for potential strategies; keeping a financial perspective in the forefront when making strategic decisions.

Key Actions

- Analyzes economic, financial, market, and industry information
- Integrates economic, financial, market and industry data from multiple sources
- Understands business functions
- Understands the industry
- Leverages own understanding
- Recognizes and assesses key indicators of financial health

MAKING STRATEGIC DECISIONS

Securing and comparing information from multiple sources to identify business issues; committing to an action after weighing alternative solutions against important decision criteria.

Key Actions

- Gathers information
- Makes connections
- Determines the best alternative
- Demonstrates decisiveness/action
- Considers others' perspectives

PRIORITIZING CUSTOMER NEEDS

Placing a high priority on the internal or external customer's perspective when making decisions and taking action; implementing service practices that meet the customers' and own organization's needs.

Key Actions

- Seeks to understand customers
- Recognizes customer service issues
- Implements customer-focused practices
- Checks for customer satisfaction

PRODUCING RESULTS

INFLUENCING STRATEGICALLY

Creating and executing influence strategies that gain commitment to one's ideas and persuade key stakeholders to take action that will advance shared interests and business goals.

Key Actions

- Develops influence strategy
- Ensures mutual understanding
- Makes a compelling case
- Gains commitment
- Demonstrates interpersonal diplomacy

DRIVING EXECUTION

Translating strategic priorities into operational reality; aligning communication, accountabilities, resource capabilities, internal processes, and ongoing measurement systems to ensure that strategic priorities yield measurable and sustainable results.

Key Actions

- Translates initiatives into actions
- Communicates to engage others
- Creates accountability
- Ensures skills and readiness
- Aligns systems and process
- Measures progress

DEVELOPING OTHERS

Providing feedback, instruction, and development guidance to help others excel in their current or future job responsibilities; planning and supporting the development of individual skills and abilities.

Key Actions

- Clarifies performance
- Provides timely feedback
- Conveys performance expectations and implications
- Evaluates misalignment
- Facilitates development
- Fosters developmental relationships