

**Competencies**

Leadership (all)

The ability to make things happen by encouraging and channeling the contributions of others; taking a stand on and addressing important issues; acting as a catalyst for change and continuous improvement; developing viable partnerships and networks of people; and interacting with others in a way that gives them confidence in one’s intentions and those of the organization.

* Builds trust and respect by modeling the values that s/he espouses
* Celebrates the achievement of key milestones, recognizes all who contributed
* Creates a climate that fosters high performance and job satisfaction
* Creates an environment that fosters honesty and integrity
* Creates vision and direction
* Demonstrates a strong commitment to diversity
* Develops an organization and business atmosphere that supports individual and team achievement
* Empowers and rewards others to take intelligent risks
* Encourages and empowers others to achieve, creates enthusiasm, a feeling of investment and a desire to excel
* Energizes people to overcome barriers to change
* Inspires a sense of urgency/immediacy
* Instills a sense of mission, teamwork and support
* Mobilizes the creative efforts of the organization’s best performers
* Motivates others by administering appropriate rewards and consequences for actions
* Organizes, gains the involvement of, and manages diverse team to accomplish specific projects and department goals
* Provides resources (materials, information, etc.) for associates
* Puts the right people in the right roles at the right times
* Recruits, retains and rewards talented people
* Removes obstacles and supports the group to succeed
* Shapes current job behavior to achieve specific performance objectives

Adaptability (management)

Maintaining effectiveness when experiencing major changes in work tasks and/or the work environment; adjusting effectively to work within new work structures, processes, requirements, or cultures.

* Adjusts effectively to changes in processes, requirements, job scope, work structures, or cultures
* Adopts new approaches to novel or unusual situations rather than relying on established practices
* Approaches changes or newness positively
* Changes tactics to effectively handle multiple demands, priority shifts, ambiguity, and rapid change
* Demonstrates flexibility in the face of change
* Maintains effectiveness when experiencing major change
* Modifies behavior to deal effectively with changes
* Remains open to ideas offered by others
* Seeks information to understand change and the rationale for the change
* Supports change decisions that differ from personally preferred action
* Treats change and new situations as opportunities for learning or growth

Talent Development (management)

Planning and supporting the development of others; providing timely guidance and feedback to help others strengthen specific knowledge/skill areas needed to accomplish a task or solve a problem.

* Adapts management style to meet the unique needs of individuals
* Assesses strengths and development needs of associates accurately
* Challenges others to confront problems and make tough choices
* Conducts career planning discussions
* Creates a learning environment
* Encourages others to learn from both success and failure
* Helps individuals overcome obstacles to learning
* Helps secure resources required to support developmental efforts
* Maintains development plans for all associates and supports training goals
* Mentors others
* Models specific knowledge/skills/abilities needed to succeed
* Performs effective succession planning
* Promotes continuous learning and self development incorporating associate input
* Provides instructions, positive models, and opportunities for observation
* Provides regular one-on-one coaching, development feedback and technical advice
* Provides specific, timely, and appropriate feedback
* Provides staff with challenging opportunities to aid learning and development
* Shares business knowledge with others
* Sponsors people for challenging first-time assignments to prepare them for broader roles

Open for Selection

Alignment

Focusing and guiding others in accomplishing work objectives, keeping the vision and values at the forefront of associate decision making and action.

* Clarifies roles and responsibilities
* Communicates consistent messages that reinforce values and priorities for action
* Communicates direction clearly to direct reports and challenges the group to achieve
* Creates clear points of accountability and ownership on projects or initiatives
* Demonstrates awareness and understanding of strategic goals and priorities
* Develops and communicates clearly defined and measured expectations
* Encourages decisions and actions that create a sense of ownership and clear points of accountability
* Establishes a broad and long-term view of opportunities and situations
* Focuses and guides others in accomplishing work objectives
* Focuses people on the most important organizational priorities
* Gains commitment, alignment and engagement in the mission, vision, and values
* Identifies and prioritizes the key actions and behaviors necessary for success
* Inspires shared vision to develop a work environment that supports individual and team achievement
* Keeps mission, vision and values at the forefront of decision making and action
* Makes optimum use of human assets through targeted and well-administered delegation
* Sets and/or guides the setting of meaningful, specific and measurable goals
* Works with people to identify competencies required to achieve goals

Collaboration

Facilitating the achievement of team goals; identifying, developing and using collaborative relationships to facilitate team and organizational goal achievement.

* Asks probing questions to analyze various business situations
* Brings substantive conflicts and disagreements into the open and attempts to resolve them
* Demonstrates an appreciation of the contributions of all team members
* Demonstrates cooperation, flexibility and willingness to compromise in working with others to reach team goals
* Demonstrates personal commitment to the team
* Demonstrates sensitivity to the impact of decisions and actions on others
* Encourages the open expression of ideas and opinions
* Fosters collaboration among team members and among teams
* Identifies and develops relationships to facilitate goal achievement
* Identifies strengths and weaknesses of team, and leverages strengths
* Listens actively to and fully involves others in team plans, decisions and actions
* Makes procedural or process suggestions for achieving team goals/performing functions
* Manages meetings effectively
* Partners with fellow associates/supervisors/departments/customer group(s) to achieve a synergistic approach to business goals and priorities
* Recognizes and effectively balances the interests and needs of one’s own group with those of the broader organization
* Seeks and expands on team members’ ideas, and enhances their ideas
* Shares ownership and successes with others
* Values and uses individual differences and talents of team members
* Works toward win-win solutions with peers and customers by involving them in the process

Communication

Clearly conveying information and ideas through a variety of media to individuals or groups in a manner that engages the audience and helps them understand and retain the message; presenting ideas effectively (including nonverbal communication and use of visual aids) to individuals or groups when given time to prepare; delivering presentations suited to the characteristics and needs of the audience.

* Checks for understanding with the audience
* Clarifies purpose and importance of the message (or the meeting)
* Communicates information and ideas clearly and succinctly
* Comprehends and correctly interprets messages from others
* Delivers prepared, concise, open and persuasive formal presentations in a variety of settings
* Engages the audience and helps them understand and retain the message
* Establishes and defines clear goals that reflect the audience experience, background, and expectations
* Fosters open dialogue/exchange of information and ideas
* Involves the audience by soliciting questions and input
* Listens actively to understand others’ perspectives or viewpoints
* Manages group dynamics in a professional way
* Presents facts, evidence, and details that support the main ideas
* Presents ideas and information in a straightforward and logically organized manner
* Responds effectively to questions/objections/messages from others
* Reviews and edits written work constructively
* Stresses/summarizes major points
* Uses a flexible and resilient personal communication style to incorporate a ‘think on your feet’ approach
* Uses a variety of media, documents, and tools to present ideas effectively
* Uses audio and visual learning aids to enhance understanding of content
* Uses effective non verbal communication

Professional / Technical Expertise

Having achieved a satisfactory level of professional/technical knowledge and/or skill in position-related areas; keeping up with current developments and trends in areas of expertise.

* Acts as knowledge resource for others
* Demonstrates a thorough understanding of the market place, its risks and opportunities
* Demonstrates knowledge, skills and abilities required for current position
* Demonstrates proficiency in the use and application of tools needed to be effective
* Demonstrates strong technical expertise in relevant product areas
* Develops and applies knowledge of the business, products, systems and technology
* Keeps abreast of current developments and trends in area of expertise
* Possess and uses cross-functional knowledge
* Provides accurate information, volunteers additional information for completeness, and recaps
* Provides others with insight gained from industry and/or technical experience
* Shows understanding of issues relevant to the broad organization and business
* Shows willingness and aptitude to grasp new concepts or tools
* Troubleshoots within prescribed productivity time frame
* Uses industry knowledge in planning and decision making

Results Orientation

Operating with commitment, effectiveness and integrity; demonstrating capacity for effective action and accomplishment; assuming responsibility/accountability for successfully completing assignments or tasks.

* Accepts responsibility for outcomes (+ and ‑)
* Anticipates problems and proactively works to resolve them
* Conveys a sense of urgency and drives issues to closure
* Demonstrates initiative to go beyond minimum requirements of effort and activity
* Demonstrates ownership and accountability for achieving project goals/task
* Demonstrates resourcefulness when faced with challenging problems and/or constrained resources
* Makes decisions in an ethical manner
* Meets multiple productivity standards, and deadlines, while controlling costs
* Meets quality objectives
* Operates with commitment, effectiveness and integrity
* Shows concern for all aspects of the job
* Shows high level of commitment to work
* Takes immediate action when confronted with a problem or opportunity
* Takes ownership for work by setting priorities and utilizing department resources
* Takes responsibility for own career development
* Works hard to meet or exceed business goals
* Works independently without extensive support and direction from supervisors and peers
* Works to achieve the highest levels of personal and organizational performance
* Works to do what is best for all stakeholders
* Works to overcome obstacles to completing tasks or assignments

Service Orientation/Client Focus

Making customers and their needs a primary focus of one’s actions; developing and sustaining productive customer relationships; taking responsibility for customer satisfaction and loyalty.

* Anticipates market trends and customer needs
* Applies knowledge and training to support customer needs
* Balances client expectations with associate satisfaction and financial performance
* Commits to deliverables and delivers on commitments
* Creates an environment that empowers associates to exceed customer expectations
* Demonstrates commitment to doing quality work and exceeding customer expectations
* Develops solutions to immediately address critical customer concerns and problems
* Handles upset customers effectively by listening, empathizing, apologizing, acting
* Identifies customer problems and maintains ownership until issue is fully resolved
* Makes (internal and/or external) customers and their needs a primary focus of actions
* Probes with questions to clearly understand customer’s problems, needs, and concerns
* Represents the customer’s perspective persuasively in internal discussions
* Shares information with customers to build understanding
* Takes actions to integrate customers’ needs with products and strategic direction
* Takes personal responsibility for customer satisfaction and loyalty
* Understands the business impact of technical/service solutions and ensures that they are consistent with our commitment to customers
* Views situations from the customer’s perspective to meet requirements

Resilience

Retaining the capacity for effective action/accomplishment over time; handling stress in a manner that is acceptable to others and to the organization; staying with a position or plan of action until goal is obtained

* Demonstrates capacity to continue to be productive under adverse conditions
* Demonstrates persistence in pursuing goals
* Demonstrates resilience in the face of setbacks
* Demonstrates the stamina and willingness to maintain involvement and productivity over time
* Develops appropriate plans needed to alter conditions that create stress
* Exhibits personal control, emotional balance, dependability, and stability
* Keeps a strong work pace over time
* Keeps focused during tough times
* Maintains constructive interpersonal relationships when under stress
* Meets aggressive project goals despite obstacles or resource constraints
* Operates with vigor and determination over extended periods of time
* Persists appropriately to work through obstacles and opposition
* Pushes back appropriately in the face of conflict or disappointment
* Redirects focus when it becomes obvious that a goal can’t be achieved
* Releases stress and pressure through appropriate, adaptive channels
* Retains the capacity for effective action/accomplishment over time
* Strives to overcome assignment obstacles before seeking support
* Works effectively with multiple demands and competing priorities