

Delta Dental of California

Competencies Overview

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COMPETENCIES OVERVIEW

BACKGROUND

- We're on a journey to **become a trusted health partner**, and delivering on our vision requires new skills and capabilities throughout the organization.
- To do this, **we've defined core competencies** to help us live our values, create a shared language throughout the company and ultimately achieve our business objectives.

WHAT ARE COMPETENCIES?

- Competencies are a combination of the **knowledge, skills and abilities we look for in every Delta Dental employee**. Our competencies are mapped to our business needs and contribute to our overall success.
- Our competencies **align with our core values of Trust, Service, Excellence and Innovation** and define how we get work done, so they are essential to individual and organizational success.
- There are a **total of nine competencies**—six apply to all employees and three apply to people leaders only. To help you bring these competencies to life, **we've developed a set of behaviors, or observable actions**, for each competency.

DELTA DENTAL'S COMPETENCIES AND ASSOCIATED BEHAVIORS

Competency	Associated Behaviors
ALL PEOPLE COMPETENCIES	
Deals Effectively with Change	<ul style="list-style-type: none"> • Adaptability • Decision Making
Creates Accountability	<ul style="list-style-type: none"> • Emotional Intelligence • Integrity • Collaboration
Focuses on the Customer	<ul style="list-style-type: none"> • Customer Orientation • Relationship Management
Drives for Operational Excellence	<ul style="list-style-type: none"> • Continuous Learning • Continuous Improvement • Entrepreneurship
Drive to Results	<ul style="list-style-type: none"> • Quality in Execution
Fosters Development	<ul style="list-style-type: none"> • Coaching and Developing Others • Talent Strategy and Planning
PEOPLE LEADER COMPETENCIES	
Inspires Shared Purpose	<ul style="list-style-type: none"> • Communication • Presence
Sets Appropriate Priorities	<ul style="list-style-type: none"> • Planning and Organizing • Solutions Orientation
Builds Strategic Agility	<ul style="list-style-type: none"> • Business Acumen • Strategic Direction • Resource Stewardship

WHY ARE COMPETENCIES SO IMPORTANT

Building a Shared Language and Promoting Consistency

Enterprise, divisional and individual goals guide our day to day work activities at Delta Dental. By using competencies, we now have a shared language for describing *how* we do that work.

Year-End
Rating

= Goals + Competencies
the what *the how*

By including both goals and competencies – the **what** and the **how** – in our year-end process, we can more consistently and transparently incentivize, measure and reward the right behaviors.

WHY ARE COMPETENCIES SO IMPORTANT

Competencies create a shared language. When we all use this shared language, we can hold each other accountable for acting in ways that enable us to serve our customers and achieve our business goals.

This shared language also provides **transparency and a more consistent experience** for our employees by clarifying performance expectations, providing learning and development opportunities and enabling everyone to have what they need to be successful. **The competencies will be integrated throughout the talent management lifecycle, including:**

- **PERFORMANCE MANAGEMENT**

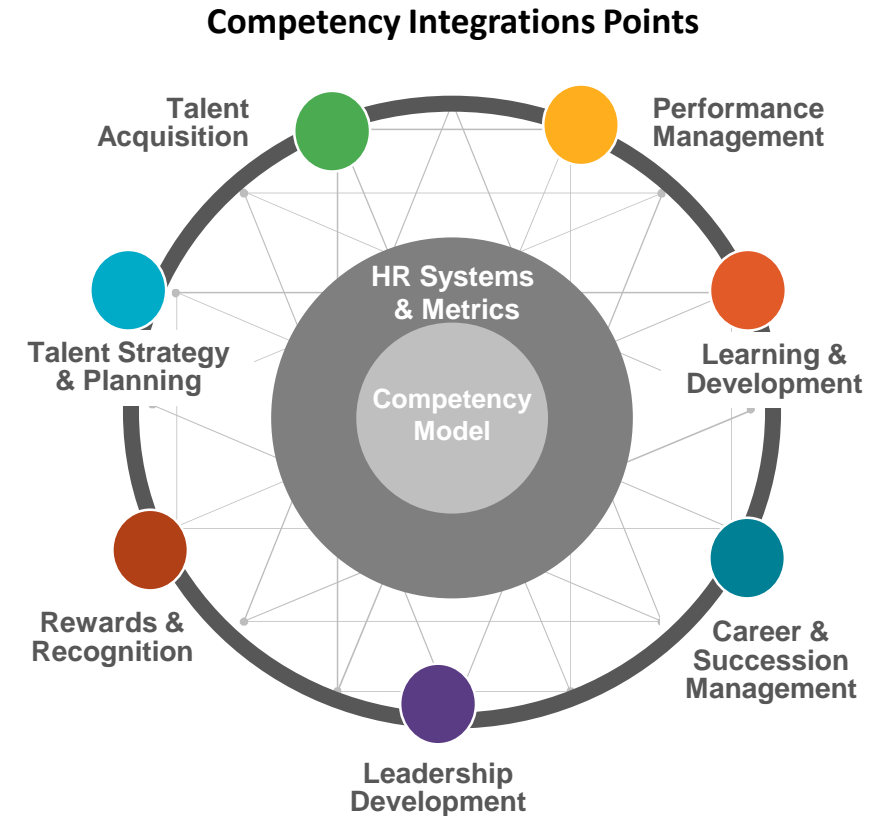
Competencies have replaced Success Attributes as a part of performance evaluations. In addition to being rated on goals and objectives during the year-end appraisal process, employees will be rated on how well they have demonstrated each competency.

- **LEARNING AND DEVELOPMENT**

Existing learning and development programs will be aligned with the competencies and new programs will be introduced to support competency development. You and your manager can also work together to define development goals focused on one or two competencies that are growth opportunities for you.

- **RECRUITMENT**

Competencies will be incorporated into job descriptions, interview questions and the selection process. This will promote a consistent candidate experience and introduce new hires to competencies and our organizational values as part of the onboarding process.



All People Competencies

Competency: Deals Effectively with Change

Behavior: Adaptability

Deals Effectively with Change

Finds ways to lead, manage and adapt to constructive change; decides and acts without having the total picture; applies change to the work environment and changes course of action if needed

Adaptability

Individual Contributor	Front Line Leader	Senior Leader	Executive
Is open to change, ambiguity and new ideas; can decide and act under guidance without having the total picture; raises issues/concerns that could affect the adoption of change; seeks to understand and support changes	Anticipates change; leads self and the team through change, clearly communicates the why behind the change; assesses the impact the change has on the team and/or the project	Drives the implementation and acceptance of change; develops and manages effective plans for change; encourages others to raise issues and risks and adopt the change	Leads others as effective change strategies are implemented; drives organizational and cultural changes needed to achieve objectives; promotes a culture that values adaptability and transformation; coaches others to assess change readiness and build organizational change capabilities

Competency: Deals Effectively with Change

Behavior: Decision Making

Deals Effectively with Change

Finds ways to lead, manage and adapt to constructive change; decides and acts without having the total picture; applies change to the work environment and changes course of action if needed

Decision Making

Individual Contributor

Accepts responsibility to proactively understand requirements and options; makes or recommends decisions in alignment with guidelines

Front Line Leader

Evaluates the best option after weighing alternatives, using data and engaging appropriate stakeholders in the decision-making process; provides information and guidelines for team to make decisions; advocates and commits to the selected course of action

Senior Leader

Evaluates the best option when there is a need to step outside guidelines or there are no applicable procedures to follow; accepts responsibility to make decisions in alignment with the business' strategic direction, assessing the impact of those decisions on other areas of the organization

Executive

Evaluates the best course of action even when there are no obvious options and accepts accountability for decisions; role models breadth of vision and commitment to action in making strategic decisions that further the organization's mission and values

Competency: Creates Accountability

Behavior: Emotional Intelligence

Creates Accountability

Creates a high-trust environment by treating all people with dignity and respect, making and keeping commitments, accepting responsibility to make decisions and being clear about intentions; acts in the best interest of the enterprise

Emotional Intelligence

Individual Contributor

Demonstrates self-awareness of emotions and behaviors; regulates emotions with coaching/guidance; identifies others' needs and emotions and is beginning to recognize when someone has a need or emotion that was not expressed

Front Line Leader

Maintains an awareness of the emotions and behaviors of self and others; regulates emotions and seeks to understand impact of own behavior on others; remains calm under pressure; helps others explore why someone might respond emotionally to a situation

Senior Leader

Practices continual self-reflection to understand and regulate emotions and behaviors; monitors personal perception across stakeholders and demonstrates emotional resilience in most situations; adapts in the moment based on others' needs and emotions

Executive

Role models and coaches others on self-awareness, emotional regulation and social intelligence; is a calming influence in a hostile situation or crisis; manages situations and relationships in the moment with a high degree of command of the emotions of both self and others

Competency: Creates Accountability

Behavior: Integrity

Creates Accountability

Creates a high-trust environment by treating all people with dignity and respect, making and keeping commitments, accepting responsibility to make decisions and being clear about intentions; acts in the best interest of the enterprise

Integrity

Individual Contributor

Demonstrates personal integrity; acts ethically in all business interactions, internally and externally; consistently strives to do the right thing; follows through on commitments

Front Line Leader

Role models personal integrity; accountable for team's ethical conduct and follow-through on commitments; builds team trust through openness, honesty and respect

Senior Leader

Role models business integrity; accountable for ensuring team actions are consistently in the best interest of the enterprise; fosters a high-trust environment

Executive

Accountable for the integrity of the organization; promotes a culture of trust that encourages and recognizes others for acting with integrity and respect

Competency: Creates Accountability

Behavior: Collaboration

Creates Accountability

Creates a high-trust environment by treating all people with dignity and respect, making and keeping commitments, accepting responsibility to make decisions and being clear about intentions; acts in the best interest of the enterprise

Collaboration

Individual Contributor

Treats all people and their ideas with dignity and respect; develops and maintains productive working relationships; works effectively with individuals of all cultures, interpersonal styles, abilities, motivations and backgrounds; demonstrates teamwork and actively collaborates with others

Front Line Leader

Leads and empowers team members and guides collaboration efforts; promotes an inclusive team that values ideas and insights from all team members; models a willingness to learn from others; shows commitment to team success over personal success

Senior Leader

Models collaboration with peers and teams; optimizes an environment where diversity and inclusion are valued; focuses on outcomes without assigning blame; facilitates and positively influences the way teams work together

Executive

Cultivates an environment where diversity and inclusion are valued; promotes a "one team" focus to influence positive outcomes that drive toward overall organizational goals; champions empowerment of team in their roles and collaboration across the organization

Competency: Focuses on the Customer

Behavior: Customer Orientation

Focuses on the Customer

Places the needs and perspectives of customers as a driving force for decisions and actions; dedicated to anticipating and exceeding the expectations and requirements of internal and external customers and actively listens for opportunities to improve the customer experience

Customer Orientation

Individual Contributor

Empathizes with customer needs and perspectives; anticipates and exceeds the requirements of internal and external customers to ensure positive customer outcomes/experiences

Front Line Leader

Consistently ensures customer needs and expectations are met; resolves or escalates customer dissatisfaction, ensuring senior leadership is apprised of key customer concerns; seeks feedback and actively listens for opportunities to improve; proposes and implements practices to further optimize the customer experience

Senior Leader

Drives practices that advance customer focus, partnering across the organization to create and prioritize initiatives based on research, insights and feedback loops; ensures customer satisfaction and loyalty by proactively preventing or resolving issues; coaches others on advancing customer service

Executive

Role models and coaches others on how to advance critical customer service goals; enables continuous improvement of the customer experience at all levels of the organization; nurtures a culture that places the needs and perspectives of customers as a driving force of decisions and actions

Competency: Focuses on the Customer

Behavior: Relationship Management

Focuses on the Customer

Places the needs and perspectives of customers as a driving force for decisions and actions; dedicated to anticipating and exceeding the expectations and requirements of internal and external customers and actively listens for opportunities to improve the customer experience

Relationship Management

Individual Contributor

Builds rapport with customers and team; forms internal and external networks

Front Line Leader

Proactively develops relationships based on trust across the organization; grows internal and external networks

Senior Leader

Cultivates and maintains a broad network of trusted relationships internally and externally; promotes relationship-building across the organization

Executive

Role models and coaches others on how to advance partnerships across internal and external networks; facilitates cross-functional relationships to drive successful organizational outcomes

Competency: Drives for Operational Excellence

Behavior: Continuous Learning

Drives for Operational Excellence

Provides the highest quality products and services that meet the needs of internal and external customers; has a strong sense of curiosity and ability to use data for continuous improvement of conditions and processes; is open to learning and suggestions

Continuous Learning

Individual Contributor

Broadens interpersonal and functional/technical knowledge and skills, applying learnings to increase effectiveness in the workplace

Front Line Leader

Proactively pursues development experiences to improve interpersonal and functional/technical impact; shares learnings with team; creates a learning environment

Senior Leader

Proactively pursues development experiences to improve business impact; develops opportunities and provides guidance for others to learn

Executive

Role models growth orientation, proactively seeking out feedback across the organization; pursues development experiences to lead growth opportunities for the organization and the industry

Competency: Drives for Operational Excellence

Behavior: Continuous Improvement

Drives for Operational Excellence

Provides the highest quality products and services that meet the needs of internal and external customers; has a strong sense of curiosity and ability to use data for continuous improvement of conditions and processes; is open to learning and suggestions

Continuous Improvement

Individual Contributor

Seeks opportunities to continually optimize conditions and processes; incorporates learning, suggestions and feedback; uses data/analysis to make recommendations

Front Line Leader

Initiates continuous improvement to enhance conditions and processes; considers cross-functional interdependencies, risks and feedback

Senior Leader

Recommends and facilitates changes in direction, considering interdependencies and risks across multiple dimensions and scenarios; effectively uses feedback across the organization as part of a learning environment

Executive

Catalyzes new approaches to improve results by transforming organizational culture, systems, processes, products or services

Competency: Drives for Operational Excellence

Behavior: Entrepreneurship

Drives for Operational Excellence

Provides the highest quality products and services that meet the needs of internal and external customers; has a strong sense of curiosity and ability to use data for continuous improvement of conditions and processes; is open to learning and suggestions

Entrepreneurship

Individual Contributor

Has a strong sense of curiosity and works with the team to propose new ideas; integrates ideas from the team into working solutions

Front Line Leader

Develops new approaches and solutions to unmet problems and opportunities; encourages ideas, initiative and innovation among team

Senior Leader

Demonstrates an entrepreneurial mindset; offers new insights and ideas with business application; coaches and guides others in developing and implementing innovative approaches

Executive

Fosters an environment that encourages creativity and innovation; guides others in the creation and selection of new ideas to grow and diversify the organization

Competency: Drives to Results

Behavior: Quality in Execution

Drives to Results

Displays energy, resolve and a continuous improvement mindset even while encountering resistance; applies critical thinking to understand outcomes and limitations; applies solutions that are efficient and effective to achieve results

Quality in Execution

Individual Contributor

Drives to meet priorities in a methodical, organized way; proactively manages workload to anticipate and resolve conflicting deadlines; measures progress and ensures work meets quality standards and desired outcomes

Front Line Leader

Is outcome-oriented and applies critical thinking to efficiently and effectively achieve desired results; anticipates requirements and risks; organizes work and available resources and provides clear direction to team

Senior Leader

Determines and allocates work to achieve results; leads teams to drive with determination; ensures results are consistently of high-quality and meet agreed outcomes

Executive

Translates organizational strategic priorities into operational reality; leads and cultivates an environment of outcome-orientation and determination; accountable for the delivery of quality results that meet organizational priorities and strategies

Competency: Fosters Development

Behavior: Coaching and Developing Others

Fosters Development

Creates an open environment to enable coaching, mentoring; proactively confronts difficult issues, provides meaningful, timely feedback; builds genuine connections, recognizes strengths, celebrates successes; takes ownership of developing self and others to realize their full potential; enabling the organization to attract and retain talent

Coaching and Developing Others

Individual Contributor

Supports team in development efforts by providing constructive feedback, identifying learning opportunities and contributing to knowledge sharing

Front Line Leader

Motivates and supports others; helps team develop their skills and careers and contributes to a culture of openness and learning; proactively undertakes crucial conversations to provide constructive feedback

Senior Leader

Creates opportunities and encourages others to develop holistically; proactively seeks to understand and adapt effective coaching techniques across different learning styles

Executive

Is accountable for understanding capability needs to meet future organizational demands; regarded as a role model for effective coaching and mentoring

Competency: Fosters Development

Behavior: Talent Strategy and Planning

Fosters Development

Creates an open environment to enable coaching, mentoring; proactively confronts difficult issues, provides meaningful, timely feedback; builds genuine connections, recognizes strengths, celebrates successes; takes ownership of developing self and others to realize their full potential; enabling the organization to attract and retain talent

Talent Strategy and Planning

Individual Contributor

Is an ambassador of the organization's mission and values, contributing to a culture and work environment that is inviting to others

Front Line Leader

Recognizes role in attracting, developing, engaging and retaining talent; communicates clear performance expectations and regularly reviews performance through timely discussions

Senior Leader

Creates a work environment where others can realize their full potential; establishes performance expectations and revisits frequently; takes responsibility to ensure performance management systems and processes are consistently implemented to attract, develop, engage and retain talent

Executive

Creates clear performance expectations, systems and processes to allow the organization to meet current and future organizational challenges

People Leader Competencies

Competency: Inspires Shared Purpose

Behavior: Communication

Inspires Shared Purpose

Communicates a compelling and inspired vision or sense of core purpose; talks beyond today; talks about possibilities; is optimistic; creates milestones and symbols to rally support behind the vision; makes the mission shareable by everyone; can inspire and motivate individuals, teams or entire organizations

Communication

Front Line Leader

Tailors written and verbal communications to the audience and situation; uses empathy and active listening to draw insights out of others in all conversations

Senior Leader

Communicates purpose to help others understand the importance of their contributions; negotiates diplomatically and effectively in conflicting and demanding circumstances; empathizes with others to navigate and adapt to differing opinions; demonstrates active listening and coaches others on listening skills

Executive

Communicates a compelling vision and sense of core purpose; optimistically shares future possibilities to inspire and motivate others toward goals that are aligned with the organization's vision and values; role models effective listening skills

Competency: Inspires Shared Purpose

Behavior: Presence

Inspires Shared Purpose Communicates a compelling and inspired vision or sense of core purpose; talks beyond today; talks about possibilities; is optimistic; creates milestones and symbols to rally support behind the vision; makes the mission shareable by everyone; can inspire and motivate individuals, teams or entire organizations		
Presence		
Front Line Leader Builds trust and reassures others through an approachable, credible and confident demeanor; uses effective involvement and influence to rally support of ideas, inspires action and inspire others	Senior Leader Is trusted by colleagues and clients; wins others over and steers commitment to action by sharing own perspective and intentions, communicating a compelling vision, anticipating and addressing potential objections and involving others	Executive Is considered a partner by colleagues and clients; presents information holistically with a high degree of influential power; confidently establishes and asserts the facts as it pertains to the bigger picture the organization is trying to address; helps others to reach understanding and acceptance

Competency: Sets Appropriate Priorities

Behavior: Planning and Organizing

Sets Appropriate Priorities Analyzes information and considerations to determine the most critical tasks to achieve business goals and establishes action plans for self and others; quickly senses what will help or hinder accomplishing a goal; eliminates roadblocks; can rationalize the chaos to focus on those things most critical to the enterprise		
Planning and Organizing		
Front Line Leader Establishes action plans for self and team; determines the timeline, scope and resources required of the work; prepares and adjusts for problems and roadblocks; prioritizes team members' schedules and minimizes distractions	Senior Leader Sets milestones and prioritizes initiatives, anticipating future demands, opportunities and constraints; orchestrates multiple activities to accomplish goals; mentors others on time management	Executive Reconciles the work of teams/projects with longer-term strategic objectives; role models and coaches others on time management and prioritization

Competency: Sets Appropriate Priorities

Behavior: Solution Orientation

Sets Appropriate Priorities

Analyzes information and considerations to determine the most critical tasks to achieve business goals and establishes action plans for self and others; quickly senses what will help or hinder accomplishing a goal; eliminates roadblocks; can rationalize the chaos to focus on those things most critical to the enterprise

Solution Orientation

Front Line Leader

Analyzes problems to understand root cause and dependencies; anticipates potential risks and makes judgments on severity, escalating when appropriate; develops and recommends an appropriate course of action

Senior Leader

Analyzes ambiguous data and concepts rigorously; can deal with extraneous information; accepts responsibility for guiding the business on risk level of problems and potential solutions; designs solutions that meet business needs

Executive

Takes accountability for assessing key strategic considerations; mentors others on risk analysis and mitigation strategies; generates and validates system-level hypotheses to creatively formulate solutions addressing multiple organizational imperatives

Competency: Builds Strategic Agility

Behavior: Business Acumen

Builds Strategic Agility

Ability to see ahead clearly; can anticipate future consequences and trends accurately; has broad knowledge and perspective; is future-oriented; can articulately paint credible pictures, visions and likelihoods; puts plans in place to measure progress to achieve and sustain results

Business Acumen

Front Line Leader

Draws connections across the organization and external ecosystem; understands industry trends and impacts within area of responsibility

Senior Leader

Uses knowledge of economic, financial and market trends to recommend strategies and tactics that have a potential business impact

Executive

Thinks strategically about the organization and how it operates within the external ecosystem, understands key organizational levers to drive growth and diversity and implement initiatives to capitalize on trends

Competency: Builds Strategic Agility

Behavior: Strategic Direction

Builds Strategic Agility

Ability to see ahead clearly; can anticipate future consequences and trends accurately; has broad knowledge and perspective; is future-oriented; can articulately paint credible pictures, visions and likelihoods; puts plans in place to measure progress to achieve and sustain results

Strategic Direction

Front Line Leader

Can clearly communicate the organization's strategic direction, articulating to the team its role and purpose in the organization's overall goals; is future-oriented and puts plans in place to measure progress to achieve and sustain results

Senior Leader

Anticipates future consequences and trends to influence the organization's strategic direction; adopts an enterprise perspective; provides direction to team in context of strategic planning activities

Executive

Crafts strategic direction and policy; analyzes the risks of implementing emerging strategic initiatives in response to changes in the external ecosystem

Competency: Builds Strategic Agility

Behavior: Resource Stewardship

Builds Strategic Agility Ability to see ahead clearly; can anticipate future consequences and trends accurately; has broad knowledge and perspective; is future-oriented; can articulately paint credible pictures, visions and likelihoods; puts plans in place to measure progress to achieve and sustain results		
Resource Stewardship		
Front Line Leader Actively manages resources effectively and efficiently	Senior Leader Integrates financial data in operational decision-making; responsible for proactively managing resources within budget constraints	Executive Accountable for strategic management of resources, keeping a financial perspective in the forefront when making organizational decisions; coaches others on financial stewardship and responsibility

HOW IT ALL FITS TOGETHER: OUR COMPETENCIES, VALUES AND BEHAVIORS

**Trusted
Health
Partner**

VISION: Our goal is to become a **trusted health partner** by collaborating with our customers and employees to reimagine and deliver new possibilities in an ever-changing environment. Going forward, every decision, we make will service this objective.

**Trust
Service
Excellence
Innovation**

VALUES: Our values of **Trust, Service, Excellence** and **Innovation**, represent the character of our organization. They inform our behavior and guide our decision-making to shape our workplace culture. When we bring our values to life, we ensure we achieve our objectives without compromising our high ethical standards.

- Deals Effectively with Change
- Creates Accountability
- Focuses on the Customer
- Drives for Operational Excellence • Drives to Results
- Fosters Development • Inspires Shared Purpose
- Sets Appropriate Priorities • Builds Strategic Agility

COMPETENCIES: Our competencies represent the knowledge, skills and abilities we look for in every Delta Dental employee. Our competencies match our business needs and position our employees for ongoing success.

- Adaptability • Decision Making • Emotional Intelligence
- Integrity • Collaboration • Customer Orientation
- Relationship Management • Continuous Learning
- Continuous Improvement • Entrepreneurship
- Quality in Execution • Coaching and Developing Others
- Talent Strategy and Planning • Communication • Presence
- Planning & Organizing • Solution Orientation • Business Acumen
- Strategic Direction • Resource Stewardship

BEHAVIORS: Our behaviors are observable actions we take to bring our values and competencies to life. At Delta Dental, our individual and our collective success is measured by the work we do and the way we treat one another.

ADDITIONAL RESOURCES

To learn more about our new competencies and performance management approach, **click the micro-learning videos below:**

- [Introduction to Competencies](#)
- [Performance Management Overview](#)