Akros Pharma Competency - FINAL

Competency	Definitions	Behavior Statement
Initiative	Identifying what needs to be done and doing it before being asked to or required by the situation	a) Does more than what is normally required in a situation b) Proactively seeks out others involved in a situation to learn their perspectives, especially in other functional areas when appropriate c) Takes independent action to change the direction of events d) Takes prompt action to accomplish objectives and achieve goals beyond what is required
Results Orientation	Focusing on the desired end result of the organization's mission, being aware of the impact of actions on other departments, working collaboratively with other Managers and Team Members to achieve desired outcomes.	**Individual Contributors:** a) Takes responsibility for getting things done and for the outcomes (e.g., both successes and failures). b) Contribute fully to project activities, including keeping commitments, being transparent, and working to agreed-to or mediated deadlines c) Identify opportunities to improve project processes and quality. Seeks potential areas to manage overall project costs and achieve higher levels of efficiency. d) Proactively involve others where appropriate to improve inter-team and intra-team performance in both quality and timeliness of project completion e) Collaborate with Managers and other Team Members to achieve desired outcomes, focusing on project timelines, quality and accountabilities. f) Sets achievable short – term objectives that drive progress to longer – term goals **Leaders:** g) Takes responsibility for getting things done and for the outcomes (e.g., both successes and failures). h) Contribute fully to project activities, including keeping commitments, being transparent, and working to agreed-to or mediated deadlines. i) Acts to promote coordination and collaboration with other stakeholders to seize opportunities and/or address problems when appropriate j) Identify opportunities to improve project processes and quality. Seeks potential areas to manage overall project costs and achieve higher levels of efficiency k) Sets achievable short-term objectives for self and team members to drive progress to longer-term goals l) Collaborate with other Managers and team members to achieve desired outcomes, focusing on project timelines and accountabilities. m) Makes appropriate decisions in a timely manner and communicates this to all appropriate colleagues.
Oral and Written Communica-tions	Expressing oneself clearly in conversations and interactions with others as well as in all forms of business writing (reports, memos, presentations, e-mail)	a) Creates simple, compelling messages that guide the actions of others. b) Asks questions and listens to learn c) Fosters an open exchange of ideas and information (e.g., holds staff meetings, involves others in conference calls, schedules regular update meetings, ensures own accessibility) d) Ensures that people share information and have access to the information they need to meet their business objectives e) Demonstrate appropriate business etiquette when dealing with colleagues – comport self with decorum.
Problem Solving	Approaching a problem by using a systematic process to determine the significance of the issue and using logic and intuition to arrive at a conclusion, decision or recommendation for an appropriate solution.	a) Organizes parts of a problem, situation in a systematic way b) Makes systematic comparisons of different features or aspects c) Sets priorities on a rational basis d) Identifies time sequences or cause and effect relationships e) Involve others in the problem-solving process to ensure managing unintended consequences of actions

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Flexibility	Openness to different and new ways of doing things. Demonstrating ability to modify work approaches, especially with the introduction of new processes and procedures.	a) Adapts behavior in response to new information or changing circumstances b) Demonstrates openness to new organizational structures, procedures and technology to improve self, team or organizational performance c) Works and collaborates effectively in dynamic environments d) Adjusts the original objective to plan to allow the best possible result
Technical Expertise	Depth of knowledge and skill in a technical area (i.e., accounting)	a) Keeps up-to-date on technical knowledge that is applicable to specific position b) Keeps up-to-date on technical developments c) Increases knowledge of specific processes in specific functional area d) Stays informed about industry practices e) Demonstrates technical and functional competence to meet or exceed business objectives f) Actively shares new learning with others who would benefit from this new knowledge
Teamwork	Working with others (either individuals or functional groups) in a cooperative and coordinated way to achieve shared goals. Demonstrates commitment to creating high quality dynamics as well as contribute to generating desired outcomes.	a) Demonstrates respect for others by not making themselves the center of attention, allows people to express their unique points of view without making others feels they are inferior to other team members. b) Connects with other team members through acting and committing to actions in support of the goals of the organization c) Be "team minded" – being concerned about creating positive experiences for team members while working together d) Keeps commitments to on time and quality expectations, especially when they impact others. e) Identifies and promotes solutions in which all parties can benefit f) Keeps people informed and up-to-date g) Is generous with support by providing guidance and help to others h) Is supportive of others as they overcome challenges so they can become better "team players"
Forward Thinking	Anticipating the implications and consequences of situations and taking appropriate action to be prepared for possible contingencies utilizing a broad framework in making judgments. Ability to see the "big picture." Keeps the "stakeholder" in mind.	a) Anticipates possible problems and develops contingency plans in advance b) Notices trends in the industry or marketplace and develops plans to prepare for opportunities c) Anticipates how individuals and groups will react to situations and information and plans accordingly d) Actively works with others to discuss and plan for contingencies both within and cross team, as appropriate e) Thinks innovatively, reframing problems in a different light to find fresh approaches and develops unique approaches and useful solutions
Managing Performance	Taking responsibility for self-performance by tracking progress against goals, seeking feedback, and communicating progress against goals often. Taking responsibility for employee performance by delegating responsibility, setting clear goals and expectations, ensuring feedback, and addressing performance problems and issues promptly.	**Individual Contributors:** a) With manager, sets specific, measurable goals b) With manager, discusses how goals are related to company business objectives and periodically clarifies expectations and progress against expectations c) Enlists manager's support to be able to achieve results and address barriers to success d) Works effectively with others both in team and cross team to achieve organizational goals. **Leaders:** a) Sets clear performance expectations (business objectives and development plans that are aligned to business priorities) b) Ensures that rewards (e.g. financial and non-financial) are linked to performance c) Provides ongoing coaching and advice to team members to help them improve their performance. Responsibly communicates about the on-going or irreconcilable issues to appropriate person (supervisor or HR). d) Gives people latitude (e.g. authority, responsibility and resources) to perform at high levels e) Removes barriers that block people from obtaining results