Leadership Competencies

# Strategy

## Sees the big picture

## Clarifies choices

## Energizes others Visionary

**Level 1**Understands immediate issues of work or analysis

**Level 2**Identifies opportunities for improvement within area of responsibility

**Level 3**Develops insights or recommendations that have improved business performance enabling trustworthy and effective communications

**Level 4**Develops insights or recommendations that have shaped team or department strategy

**Level 5**Implements a successful strategy that challenges other parts of the company or other players in the industry

# Execution

## Plans from fundamentals Gets people aligned Gets results Experiential learner Fast, right first time

**Level 1**Fulfills assigned tasks

**Level 2**Overcomes obstacles to achieve goals through trustworthy actions and communications

**Level 3**Exceeds goals and raises effectiveness of organization

**Level 4**Introduces incremental improvements to enhance business performance using robust analysis

**Level 5**Invents and delivers best-in-class standards and performance

# ENGAGING TALENT

## Finds, attracts, retains Inspires and motivates Highest and best use

**Level 1**Focuses primarily on own abilities

**Level 2**Points out mistakes to support the development of others

**Level 3**Gives specific positive and negative behavioral feedback to support the development of others

**Level 4**Gives specific positive and negative behavioral feedback and provides unfailing support

**Level 5**Inspires and motivates others to develop by communicating the ideation and values of the organization and by providing feedback and identifying new growth opportunities for them

# PROFESSIONAL INTEGRITY

## Courage Act like an owner

**Level 1**Shows occasional lapses in trustworthy behavior

**Level 2**Generally acts consistently with stated intentions

**Level 3**Acts consistently with stated intentions even in difficult circumstances

**Level 4**Is reliable and authentic even at some personal cost; acts as a role model for and communicates the ideation and values of the organization

**Level 5**Is reliable and authentic even at some personal cost; works to ensure all members of the organization operate with integrity

# SELF AWARENESS

**Trustworthy**

**Level 1**Is sometimes self-absorbed or overly self-interested

**Level 2**Generally treats others with respect; usually shares praise and credit

**Level 3**Is humble and respectful to all

**Level 4**Is respectful to all and generous with praise; ensures other opinions are heard

**Level 5**Uses understanding of others and self and trustworthy communications to resolve conflicts and foster mutual respect and collaboration

# Versatile and agile

## Cognitive power Resilience Skills portfolio

**Level 1**Accepts status quo; does not see the need for change

**Level 2**Challenges status quo and identifies what needs to change

**Level 3**Defines positive direction for change and persuades others to support it through trustworthy communications and actions

**Level 4**Promotes change and mobilizes individuals to change behavior

**Level 5**Builds coalition of supporters and coordinates change across multiple individuals; may create champions who will mobilize others to change

# Boundry-less

## Multidisciplinary Multicultural Curious Generous Outward looking Trusted communicator

**Level 1**Accepts input from others

**Level 2**Engages others in problem solving

**Level 3**Generates support from others for ideas and initiatives

**Level 4**Brings others together across boundaries to achieve results and share best practices

**Level 5**Builds enduring partnerships within and outside of organization to improve effectiveness, even at short-term personal cost