Cigna

CIGNA'S COMPETENCIES
INTERVIEW GUIDE

How to use competencies for behavioral-based interviews

Launch

USING COMPETENCIES FOR INTERVIEWS

This guide will help you prepare to have behavioral-based interviews with candidates.

Cigna's competencies are the common language for the behaviors that help employees improve their performance, strengthen their development and grow their career.

Competencies are mapped to each job profile, which helps set expectations for that role. Managers should leverage the identified competencies as part of the hiring process. This allows Cigna to hire the right talent on the basis of these specific competencies and aligned behaviors.

CAREER ARCHITECTURE

Career architecture is the way roles across the company are organized and includes characteristics like job title, career bands, and reward opportunities.

Competencies are mapped to job profiles to help set expectations for a role. This guide helps identify the desired behaviors by career track to help in the interview process.

CAREER BANDS

Band	PROFESSIONAL	SENIOR CONTRIBUTOR	MANAGEMENT	EXECUTIVE
8				ELT
7				Executive 3
7				Executive 2
6		Lead Principal	Managing Director	Executive 1
5		Senior Principal	Senior Director	
5		Principal	Director	
4		Senior Advisor	Senior Manager	
4		Advisor	Manager	
3		Lead Analyst	Senior Supervisor	
3		Senior Analyst	Supervisor	
2	Lead Representative	Analyst		
2	Senior Representative	Associate Analyst		
1	Representative			
1	Associate Representative			

CAREER STEPS (Senior Supervisor / Supervisor)

CAREER TRACKS

PROFESSIONAL
Delivers value for the business through their own effort and knowledge in administrative, technical, or operational processes and services

SENIOR CONTRIBUTOR
Delivers value for the business through their ability to influence others both within and across functions

MANAGEMENT
Accountable for business results achieved through people. Must manage two or more Cigna employees

EXECUTIVE
Accountable for the development and execution of business strategies to drive organizational results

FOUR PILLARS

Cigna's competencies are supported by four pillars that help create consistent expectations across the company.

ALIGN	INSPIRE	DEVELOP	DELIVER
CONNECT AND UNITE	**ENERGIZE AND ENGAGE**	**ADAPT AND CREATE**	**KEEP OUR PROMISES**
When we connect our work to the needs of those we serve and provide integrated solutions, we achieve our mission.	When each of us finds purpose in our work and empowers others to do the same, it energizes us to model our values.	When we prioritize innovation, continuous learning and collaboration, it positions all of us to adapt and create.	When we deliver consistently, it allows us to provide the quality and value we promise to each other and our stakeholders.

CIGNA'S COMPETENCIES

Cigna's 38 competencies identify the behaviors required for success at all levels of the company. The four pillars help support the competencies and expectations that will help enable performance, development and career growth.
Of these 38 competencies, 14 have been prioritized as leadership competencies, shown here in green.

Click a competency for the corresponding interview questions and desired responses.

ALIGN	INSPIRE	DEVELOP	DELIVER
Connect and unite	**Energize and engage**	**Adapt and create**	**Keep our promises**
Strategic Mindset	Drives Vision and Purpose	Cultivates Innovation	Ensures Accountability
Manages Ambiguity	Values Differences	Nimble Learning	Being Resilient
Builds Networks	Courage	Develops Talent	Drives Results
Business Insight	Drives Engagement	Demonstrates Self-Awareness	Action Oriented
Balances Stakeholders	Instills Trust	Financial Acumen	Decision Quality
Manages Complexity	Attracts Top Talent	Self-Development	Optimizes Work Processes
Manages Conflict	Builds Effective Teams	Situational Adaptability	Resourcefulness
Organizational Savvy	Communicates Effectively	Tech Savvy	Directs Work
Plans and Aligns	Interpersonal Savvy	Global Perspective	Customer Focus
Collaborates	Persuades		

14 Leadership Competencies

Action Oriented | Taking on new opportunities and tough challenges with a sense of urgency, high energy, and enthusiasm.

Q

Interview Questions

> Describe a time when you identified an opportunity to improve something. How did you identify and assess the need, what steps did you take and what was the outcome of your actions?

> Describe a time when you identified an opportunity to make a change or improvement. How did you uncover the need and what was the outcome of your actions?

What to look for in the responses:

Professionals	**Senior Contributor**	**Management**	**Executive**

Role – Model: Behavior based responses for being proficient in this competency

Professionals	**Senior Contributor**	**Management**	**Executive**
• Comes to tasks with optimism and enthusiasm that influence others positively. • Accurately identifies critical needs and the appropriate actions to take, and acts without hesitation. • Starts work quickly, when advantageous, even on projects or tasks which have distant deadlines. • Promptly resolves routine problems he/she can handle, but also knows when to escalate more complex problems.	• Takes immediate, decisive, and independent action to resolve issues or problems in a timely manner. • Quickly and consistently identifies and embraces new opportunities that benefit the organization, driving action to capitalize on opportunities. • Acts quickly to address difficult challenges immediately and head-on. • Persistently stays involved in the actions needed to ensure problems are resolved as quickly as possible.	• Creates a sense of urgency in others to take action in a timely manner. • Swiftly takes action to seize new and highly successful business opportunities. • Fosters an environment where everyone takes on a can-do attitude. • Helps others see the benefits of taking the initiative and creates new challenges for them to take on.	• Creates and nurtures a culture where others are supported and rewarded for acting quickly. • Consistently maintains energy levels and commitment in even the most challenging times to create a can-do culture throughout the organization. • Maintains a constant vigilance for opportunities and takes rapid action to seize them for the organization. • Fosters a sense of adventure within the organization by taking on great and bold challenges.

Attracts Top Talent | Attracting and selecting the best talent to meet current and future business needs.

Interview Questions

> ❯ **Tell me about a time you hired for potential over immediate fit or vice versa. How did you make the decision? What did you learn from that experience?**

> ❯ **Tell me about a time you made a difficult or unpopular hiring decision. How did you make the decision? Would you change anything in your approach?**

What to look for in the responses:

	Professionals	**Senior Contributor**	**Management**	**Executive**
Role – Model: Behavior based responses for being proficient in this competency		• Consistently refers and successfully recruits a number of highly qualified people to the organization. • Swiftly and accurately determines both the major and subtle qualifications needed for successful job performance. • Considers people's qualifications, skills, experience, interests, and goals to make highly accurate evaluations of job and organizational fit. • Uses rigorous and objective methods to assess people's capabilities, performance, and potential.	• Delivers compelling and well-targeted messages that position the organization as a very attractive place to work. • Hires people who will thrive in the existing organizational environment and who demonstrate potential for sustained contribution. • Demonstrates a sophisticated understanding of people's capabilities; sees the subtle weaknesses of very strong candidates and skills held by weaker candidates. • Is constantly pursuing and working to attract top candidates, even before vacancies occur.	• Consistently explores the needs of current and potential talent and invests in the changes that will make the organization an industry-leading place to work. • Champions processes that ensure a ready supply of talent needed for the future. • Uses a variety of methods to attract and acquire top talent who have the critical competencies needed to be successful over the long-term. • Takes proactive steps to resolve gaps in the organization's current talent pool needs and to ensure that future gaps won't appear.

Balances Stakeholders | Anticipating and balancing the needs of multiple stakeholders

Interview Questions

> Tell me a time when you disagreed with key stakeholders and how did you resolve it

> Tell me about a time when you obtained and evaluated stakeholder feedback. What was your approach and outcome to the decision making process?

What to look for in the responses:

Role – Model: Behavior based responses for being proficient in this competency

Professionals

- Probes deeply in order to gain a rich, detailed grasp of the priorities of different stakeholders.
- Masters the standards, processes, and cultural norms regarding stakeholder relationships; may make suggestions on how these may be improved upon.
- Takes initiative to understand stakeholder issues and proactively moves to address any problems.
- Draws upon insights from varied sources to gain a rich understanding of how to meet the needs of multiple internal and external stakeholder needs.

Senior Contributor

- Engages effectively with multiple stakeholders and responds to potential conflicts with well-balanced, win-win solutions.
- Devotes self to exceeding the expectations set by internal and external stakeholders; provides a consistently outstanding level of service.
- Skillfully navigates stakeholder conflicts, negotiating creative solutions while proactively addressing the frustrations of stakeholders whose needs won't be met.
- Shows a strong commitment to identifying all relevant issues and making decisions that maximize outcomes for all key stakeholders.

Management

- Explores problems from a wide variety of perspectives; solicits diverse input in order to forge outcomes that benefit as many stakeholders as possible.
- Acts as a conduit of stakeholder feedback while inspiring others to consistently seek input and learn from their internal and external stakeholders.
- Promotes an environment in which high ethical standards and cross-cultural sensitivity are a vital part of working with all stakeholders.
- Regularly discusses the stakeholder perspective; ensures that people remain aware of subtle expectations and changing priorities.

Executive

- Regularly evaluates organizational capabilities and infrastructures and identifies how they can be improved to meet the needs of multiple stakeholders.
- Leverages strong stakeholder connections to anticipate their emerging priorities; ensures the organization adapts accordingly.
- Consistently makes decisions that take into account a full array of internal and external stakeholder needs.
- Creates, embodies, and enforces an organizational culture in which people at all levels show the highest possible ethics and deep cultural sensitivity in their dealings with stakeholders.

Being Resilient | Rebounding from setbacks and adversity when facing difficult situations.

Interview Questions

> **Give me an example where you stood your ground in a difficult situation**

> **Tell me about a time someone more senior overruled you. How did you handle it and what did you learn?**

What to look for in the responses:

	Professionals	**Senior Contributor**	**Management**	**Executive**
Role – Model: Behavior based responses for being proficient in this competency	• Is not distracted by emotional or stressful situations and maintains progress and pace of work. • Swiftly recovers from setbacks, even those which create significant difficulties. • Seeks insight into the nature of challenging or volatile situations; takes steps to reduce tensions and find optimal solutions. • Skillfully handles disruptions and obstacles; makes steady progress despite unexpected challenges and hindrances.	• Maintains excellent composure and professionalism, even in very difficult situations; acts as a steadying force for others. • Rapidly recovers from setbacks and adversity; may serve as a role model to others. • Maintains a highly productive approach, even in the face of significant stress and pressure. • Skillfully overcomes obstacles, learns from failures, and uses these lessons to improve subsequent efforts.	• Shows great composure, a positive attitude, and strong judgment, even in adverse situations. • Gains maturity and wisdom from hardships and difficult experiences; shares life lessons with others. • Responds resourcefully to crises and volatile situations, helping others to remain productive and positive. • Creates an environment in which others can learn from their mistakes and remain energized despite past failures.	• Demonstrates strong fortitude in the face of adversity or obstacles; builds energy in others to do the same. • Is a role model for dealing with hardships and helps the organization learn and grow from the experiences. • Creates an organization that can learn from setbacks and recover momentum immediately. • Exhibits great composure during crisis situations and helps foster resilience and determination throughout the organization.

Builds Effective Teams
Building strong-identity teams that apply their diverse skills and perspectives to achieve common goals.

Q

Interview Questions

> **Tell me of a time when you influenced your team to rally around a set of common goals.**

> **Share an example where your efforts increased team's effectiveness and/or productivity.**

What to look for in the responses:

	Professionals	Senior Contributor	Management	Executive
Role – Model: Behavior based responses for being proficient in this competency	• Works in a manner that increases morale and boosts team spirit. • Volunteers promptly to help others and goes the extra mile to ensure the team's success. • Consistently emphasizes and advocates for the team's common goals and priorities. • Consistently recognizes all team members for shared accomplishments.	• Regularly maintains open channels of dialogue with team members and proactively solicits multiple perspectives. • Always puts the priorities of the team before personal objectives. • Champions the decisions of the team and operates in a way that builds team spirit. • Connects with others on team projects and leverages their strengths and knowledge to deliver the best possible results.	• Provides rich and targeted insight on how to establish strong teams with the right mix of abilities and perspectives. • Conveys team members' roles and goals in a compelling way that builds excitement. • Creates teams where people have a wide array of complementary strengths and leverages each person in powerful ways. • Consistently, energetically, and creatively rewards the team's efforts and accomplishments.	• Develops and cultivates a strong leadership team that has the skills needed to establish and achieve strategic objectives. • Revises processes and builds systems that create a culture of teamwork across the organization. • Regularly and skillfully cultivates a feeling of team spirit and common cause across the organization. • Demonstrates a highly team-oriented approach; works skillfully with many leaders and serves as a strong example of engaged teamwork.

Builds Networks
Effectively building formal and informal relationship networks inside and outside the organization.

Q

Interview Questions

> How has a strong network within the organization benefitted you?

> Describe your approach in building networks within and outside your organization. Share an example how one of these connections were of benefit to you and your work.

What to look for in the responses:

Role – Model: Behavior based responses for being proficient in this competency

Professionals
- Quickly identifies and leverages a variety of formal and informal channels to learn and exchange ideas.
- Creates strong relationships with key contacts and uses these individuals to both achieve results and expand own network.
- Volunteers for a wide variety of groups and activities, using each to increase own network.
- Proactively connects with people in a wide variety of functions and areas; develops a network that reaches well beyond own team.

Senior Contributor
- Makes regular and routine efforts to expand own network into many different functions, disciplines, and business units.
- Consistently leverages networks to connect with wider set of industry leaders and internal experts in order to learn and share best practices.
- Leverages a wide-reaching network to provide insight and influence outcomes; draws these individuals into discussions as soon as possible.
- Engages with a wide-reaching network to add value to organizational efforts.

Management
- Creates and continually strengthens a wide network to learn early about industry developments and attain significant influence.
- Emphasizes the importance of building and maintaining strong relationships; gives targeted guidance on how to do so.
- Engages and stays in contact with a full range of stakeholders and decision makers that can advance the team's agenda.
- Regularly brings team members together with different internal and external stakeholders; helps foster a well-networked team.

Executive
- Creates, expands, and calls upon a wide-reaching network that stretches across multiple cultural, organizational, and global boundaries.
- Makes it a priority to broker relationships and forge connections that can contribute to others' success and advance the goals of the organization.
- Serves as a thought leader for the wider industry; plays an instrumental role in industry-wide conferences and forums.
- Creates and maintains relationships with key stakeholders both within and outside the organization, thus increasing own influence considerably.

Business Insight | Applying knowledge of business and the marketplace to advance the organization's goals.

Q Interview Questions

❯ Tell me about a time when you did not fully understand an organization's goals/objectives. What steps did you take to increase your business insight?

❯ What factors are key to a business success and what can cause a business to struggle? How do you gather business insights and continue to grow your knowledge?

What to look for in the responses:

	Professionals	**Senior Contributor**	**Management**	**Executive**
Role – Model: Behavior based responses for being proficient in this competency	• Asks probing questions to gain rich insight into the organization's key business drivers. • Draws upon various sources to explore and discuss industry developments and trends. • Shows considerable business insight; knows more than just the fundamentals. • Takes steps to ensure that choices are well aligned with short- and long-term business goals.	• Regularly scans the marketplace and discusses the potential implications of changes. • Uses multiple methods to stay well informed about business developments. • Has a sophisticated grasp of business drivers; finds novel ways to increase own contribution. • Stays attuned to the business and industry; ensures that own decisions and activities remain closely aligned with key objectives.	• Ensures that the team understands, explores, and discusses relevant industry developments. • Provides information that helps people gain a clear, rich understanding of the business and industry. • Provides compelling messages about how people's efforts make a difference to the broader organization. • Shows strong foresight regarding industry trends; uses this knowledge to align and enhance initiatives.	• Possesses extensive business knowledge and a comprehensive understanding of the wider industry. • Shows incisive and abundant business knowledge; takes into account many factors and drivers when guiding the organization. • Foresees the emerging policies and external factors; formulates proactive organizational responses. • Finds creative, powerful, and industry-leading responses to changing marking dynamics and new business information.

Collaborates | Building partnerships and working collaboratively with others to meet shared objectives.

Interview Questions

❯ Describe a time when you collaborated well with others. How did that look and what actions did you take to ensure that you were working well with others to ensure the right outcome?

❯ Give a situation when you worked to earn trust and credibility of your team. What actions do you take to ensure collaboration is a key priority?

What to look for in the responses:

Professionals	Senior Contributor	Management	Executive

Role – Model:
Behavior based responses for being proficient in this competency

Professionals
- Identifies multiple ways to contribute to the group; considers and explores new ways to add value.
- Probes to draw out richer input from others.
- Acknowledges others' contributions and gives them credit for their efforts.
- Makes self a resource to help others and seizes opportunities to assist whenever possible.

Senior Contributor
- Ensures that stakeholders remain well informed and that surprises are eliminated.
- Identifies and enlists a wide variety of stakeholders who can add value to team outcomes.
- Confronts and challenges "us vs. them" thinking when it arises, reminding others that all are working toward the same goal.
- Urges others to share their ideas and input; expresses strong appreciation for these contributions.

Management
- Distributes credit skillfully; ensures that the team receives accolades for shared successes and individuals are rewarded for their contributions.
- Regularly solicits others' ideas and perspectives and leaves space in a conversation for people to contribute.
- Takes clear steps to simplify, enhance, and improve collaboration among coworkers and external partners.
- Seeks out and draws upon a diversity of perspectives when making decisions on behalf of the team.

Executive
- Adeptly pursues, investigates, and integrates a wide array of viewpoints when leading discussions, formulating solutions, or charting strategies.
- Creates and enforces an open climate where people have venues to communicate fearlessly.
- Initiates and advocates significant efforts to build and promote a culture of collaboration that spans organizational boundaries.
- Introduces initiatives to encourage collaboration and actively breaks down barriers between groups.

Communicates Effectively

Developing and delivering multi-mode communications that convey a clear understanding of the unique needs of different audiences.

Interview Questions

> Give me an example of how you vary your communication style for different audiences

> Tell me about a time when you realized you were not communicating well with someone. How did you identify and address the communication gap?

What to look for in the responses:

Role – Model: Behavior based responses for being proficient in this competency

Professionals

- Proactively shares a great deal of information; considers what others want to know, not just what they need to know.
- Listens actively to others' insights, advice, and instruction; grasps the main elements and asks good questions to clarify issues further.
- Proactively seeks out others' ideas and perspectives.
- Provides the appropriate amount of context and details when speaking.

Senior Contributor

- Delivers even highly complex information in a polished, precise, and compelling manner.
- Exhibits verbal and non-verbal behaviors that indicate a deep interest in others' comments.
- Acts as a source of information; proactively disseminates knowledge, insights, and updates.
- Creates rich documents and reports that skillfully and completely deliver the necessary information to stakeholders.

Management

- Engages diverse audiences and stakeholders by communicating in a way that matches their preferences.
- Swiftly removes barriers to communication and ensures strong dialogue between individuals and teams.
- Regularly solicits a wide range of perspectives and seeks candid input, both within and beyond the team.
- Gives close attention to others' comments; probes beneath the surface to gain richer insight.

Executive

- Creates multiple methods and venues to facilitate constructive and ongoing dialogue within the organization.
- Proactively discusses major initiatives in a thoughtful, forthright way that builds interest and commitment.
- Demonstrates a strong impact and a compelling style in front of people at all levels.
- Actively promotes and consistently drives a free flow of information across all levels of the organization.

Courage | Stepping up to address difficult issues, saying what needs to be said

Interview Questions

> **Give me a recent example when you had to make a courageous decision**

> **Give an example how you communicated your disagreement to a person of authority**

What to look for in the responses:

Role – Model: Behavior based responses for being proficient in this competency

Professionals

- Can be counted on to make progress despite unknown parameters; shows a can-do spirit when working in new areas.
- Is known for expressing views directly and respectfully; communicates what needs to be said or what others need to hear.
- Assumes personal ownership and responsibility when confronted or challenged; shows readiness to learn and resolve issues.
- Faces and tackles adversity; demonstrates productivity despite challenges.

Senior Contributor

- Demonstrates clear conviction when faced with adversity; persists courageously despite difficult circumstances.
- Approaches the unknown with confidence and a sense of adventure; is energized by tackling new terrain.
- Initiates conversations about difficult issues that need to be addressed; discusses challenging topics openly and candidly.
- Readily shares own ideas and opinions on topics, including controversial ones; is comfortable with open debate and constructive criticism.

Management

- Is a role model of courage and coaches others on how to stand up for what they believe in when faced with adversity or opposition.
- Confronts tough organizational issues and disagreements without delay, and works to resolve them with the appropriate degree of urgency.
- Delivers difficult messages or feedback with clarity and directness, making sure expectations and consequences are understood.
- Demonstrates the conviction and courage to say "no" when appropriate or necessary to do so.

Executive

- Quickly confronts actions that are inconsistent with the organization's core values; won't tolerate behaviors that undermine the organization's core principles.
- Fosters a culture where people are strongly encouraged to take well-reasoned risks, and are supported regardless of the outcome.
- Makes tough or unpopular decisions when needed to uphold the best interests of the organization; will show conviction and maintain a strong stand.
- Takes immediate control in high-stakes situations, crises, or conditions of uncertainty and acts decisively to address the situation.

Cigna.

Cultivates Innovation | Creating new and better ways for the organization to be successful

Interview Questions

> **What were your key learnings from a time when your attempt to innovate did not yield the desired results?**

> **Share an example where you used an innovative idea to solve an existing problem**

What to look for in the responses:

	Professionals	**Senior Contributor**	**Management**	**Executive**
Role – Model: Behavior based responses for being proficient in this competency	• Shows considerable creativity; offers original ideas and promising new solutions. • Constantly looks for new ideas and innovative ways of doing things; makes the effort to get involved in new areas. • Takes initiative to learn innovative methods, tools, and technologies, and show others how they can be effectively applied at work. • Seeks and incorporates others' input when developing or implementing creative ideas; collaborates well with people to strengthen ideas.	• Suggests creative and useful ideas; arrives at innovative solutions, often finding unique connections between previously unrelated elements. • Explores multiple approaches and experiments with a variety of alternatives to overcome barriers and generate innovative solutions. • Finds unique and innovative ways to apply expertise at work; is energized by discovering and sharing new and better approaches. • Actively encourages and supports others' creativity; builds upon and strengthens new solutions in a positive and collaborative manner.	• Nurtures and invests in promising ideas by providing resources for development, prototyping, and experimentation; takes risks needed to cultivate innovation. • Rallies and inspires people to develop breakthrough solutions; is a leader of cutting-edge innovation. • Establishes systems that encourage and reward partnering with others during the process of innovation, ensuring that varied perspectives are included. • Models and encourages others to explore issues from a fresh perspective and tackle challenges in new and significantly better ways.	• Builds and maintains a robust innovation portfolio and invests resources wisely to discover and capitalize on new opportunities. • Consistently champions, nurtures, and rewards creativity and innovation; builds an organization where innovation thrives. • Makes it a priority to identify and eliminate barriers and practices that hinder organizational creativity and innovation. • Directs and inspires people to generate and implement breakthrough ideas and solutions; takes smart risks to drive cutting-edge innovation.

Customer Focus | Building strong customer relationships and delivering customer-centric solutions

Interview Questions

❯ **Share an example of a lost customer and the approach you took to win them back?**

❯ **What role does customer feedback play in deciding your approach in decision - making?**

What to look for in the responses:

Professionals	Senior Contributor	Management	Executive

Role – Model:
Behavior based responses for being proficient in this competency

Professionals
- Probes beyond the obvious in order to learn the many factors guiding customers' choices.
- Probes deeply into customer needs to identify less obvious interests or expectations.
- Gives customer requests immediate attention; connects with others to ensure the best possible outcomes for customers.
- Consistently goes above and beyond to understand customer requirements and surpass their expectations.

Senior Contributor
- Regularly assesses customer service levels and identifies creative, viable ways to drive substantial improvement.
- Maintains open channels of communication with customers; ensures that problems have been resolved to customers' full satisfaction.
- Forecasts even subtle changes in customer priorities and expectations; makes regular efforts to adjust approach to ensure needs are always met.
- Digs deeply into customer feedback and drives the innovations that can enable the organization to better meet their future needs.

Management
- Stays attuned to emerging customer needs and ensures that gaps in workgroup's abilities are addressed before they become a problem.
- Probes into customer feedback and data; uses this input to drive continuous improvement.
- Creates an environment in which team members feel a strong sense of ownership and accountability toward creating the best possible customer experience.
- Skillfully aligns and integrates organizational processes with those of customers, leading to substantial improvements in service.

Executive
- Champions the needs of customers; energizes people to provide outstanding service.
- Consistently ensures that resources are in place to deliver on both current and emerging customer needs.
- Builds and cultivates deep partnerships or alliances with many customers; creates new relationships, even while strengthening existing ones.
- Fosters an environment where people are committed to maximizing customer satisfaction, loyalty, and commitment

Decision Quality | Making good and timely decisions that keep the organization moving forward.

Q **Interview Questions**

> ❯ **Tell me about the main drivers of success for a major decision you recently made**

> ❯ **Give an example of a time you had to make a decision without having all the information**

What to look for in the responses:

	Professionals	**Senior Contributor**	**Management**	**Executive**
Role – Model: Behavior based responses for being proficient in this competency	• Confidently and quickly draws on others' expertise in order to make the right decisions in uncertain circumstances. • Swiftly internalizes coaching on routine issues; handles issues confidently after being instructed by others. • Offers several ideas for how to address new situations, conveying a strong interest in hearing and applying feedback from more experienced team members. • Leverages rules and procedures to speed up decision making substantially.	• Consistently demonstrates strong judgment; may be sought out by others for expertise and guidance. • Takes smart, independent action in urgent and non-routine situations; quickly and skillfully addresses unfamiliar problems in challenging circumstances. • Clearly defines the implications of various trade-offs, skillfully balancing various inputs and decision criteria to deliver high-quality decisions. • Operates with a clear understanding of when to act independently and when to escalate for others' involvement.	• Ensures that people internalize policies and standards and accept full responsibility for their decisions. • Confidently makes choices in the best interests of the organization and deals constructively with resistance or negative reactions from others. • Consistently drives workable decisions to ensure steady progress while also ensuring that multiple alternatives are considered for critical issues. • Swiftly collects and synthesizes multiple inputs and others' expertise in order to make optimal decisions.	• Regularly practices and urges cross-functional analysis of problems, removing the obstacles that hinder widespread cooperation on key decisions. • Consistently supports and challenges leaders to empower all levels to make decisions. • Sets the expectation that all organization-level decisions be supported by robust data and sound logic. • Quickly and confidently makes tough decisions and difficult trade-offs, skillfully balancing analysis with decisiveness.

Demonstrates Self-Awareness | Using a combination of feedback and reflection to gain productive insight into personal strengths and weaknesses

Q

Interview Questions

> How do you share your areas of opportunity with others?

> Tell me about a time you received difficult feedback. How did you react and what actions did you take after receiving the feedback?

What to look for in the responses:

Professionals

Senior Contributor

Management

Executive

Role – Model: Behavior based responses for being proficient in this competency

Professionals	Senior Contributor	Management	Executive
• Asks others how own actions impact them and seeks guidance about what adjustments would be beneficial.	• Seeks both positive and constructive feedback from a variety of sources, approaching it as an opportunity to learn; handles criticism in a positive manner.	• Openly shares personal stories and lessons with others to convey the value of self-awareness and guide them in their development.	• Shares personal challenges, lessons, and insights, encouraging others to enhance their self-awareness.
• Expresses genuine appreciation for constructive feedback and asks questions to clarify understanding and expectations.	• Demonstrates a clear understanding of own impact on others and willingly makes adjustments when needed.	• Has strong self-awareness; wisely asserts strengths and is committed to overcoming or compensating for key weaknesses.	• Considers how leadership style affects people and groups and makes needed adjustments; takes ownership for having a positive impact on others.
• Accepts full responsibility for own mistakes, and reflects and learns from them to prevent future mistakes.	• Shows a clear understanding of personal strengths and weaknesses and how these play a role in own success.	• Regularly asks for candid and constructive feedback, responds positively to criticism, and incorporates relevant input to enhance effectiveness.	• Seeks candid feedback from different perspectives to get a balanced and unbiased understanding of how own effectiveness is perceived by others.
• Actively seeks feedback from a variety of sources to enhance self-awareness and gain new insights.	• Reflects on feedback from others to enhance self-awareness, then actively integrates and applies key insights to enhance effectiveness.	• Thinks carefully about how personal behavior and style affect others; takes ownership for making a positive impact and makes adjustments when needed.	• Has keen self-insight; deploys personal strengths wisely and is committed to overcoming or compensating for key limitations.

Develops Talent | Developing people to meet both their career goals and the organization's goals.

Interview Questions

> ❯ **Tell me about a time when you coached an underperformer to meet requirements.**

> ❯ **How do you approach development with high potentials and ensure forward progress.**

What to look for in the responses:

	Professionals	Senior Contributor	Management	Executive
Role – Model: Behavior based responses for being proficient in this competency		• Consistently shares ideas, insight, and best practices to help people reach their development goals and achieve optimal results. • Shares targeted feedback in a prompt, constructive, and encouraging manner, helping people make strides toward their learning goals. • Proactively shares own experience and expertise to benefit others. • Encourages others to take a variety of developmental actions.	• Looks to the future and builds a long-term succession plan for all key roles. • Finds unique and effective ways to create a learning culture within the team; gets people energized about their own development and actively helps people develop their careers. • Capitalizes quickly on teachable situations to offer insightful real-time coaching that moves people closer to their learning goals. • Recommends and facilitates developmental activities and assignments that make substantial contributions to people's growth.	• Consistently emphasizes the importance of continuous learning and ensures that the culture places value on development. • Proactively creates opportunities to coach and mentor key talent. • Sponsors and champions organization-wide initiatives to ensure leadership excellence and build ready talent. • Demonstrates strong commitment to the development of the organization and all its employees; takes personal accountability to ensure ongoing development practices.

COMPETENCIES

COMPETENCIES

Directs Work | Providing direction, delegating, and removing obstacles to get work done.

Interview Questions

> Share an example from your past on the steps you had taken when the team was facing a tight deadline for deliverables?

> How do you resist micro managing your team?

What to look for in the responses:

Professionals

Senior Contributor

Management

Executive

Role – Model:
Behavior based responses for being proficient in this competency

Professionals	Senior Contributor	Management	Executive
	• Recognizes and removes all critical obstacles to progress; ensures smooth progress toward objectives. • Confirms mutual agreement toward accountabilities, fostering strong coordination and minimizing duplication of effort. • Communicates early at the first sign of delays and problems arising, ensuring that others can manage their own work schedules effectively. • Attains an understanding of the desired outcomes and helps others reach a similar level of clarity.	• Determines novel ways to increase coordination and attain optimal integration; fosters highly efficient teams. • Delegates considerable responsibility and ensures that staff have clear expectations and targeted guidance. • Proactively identifies and removes obstacles that may hinder others from getting work done. • Keeps track of team performance using a variety of appropriate metrics and indicators; communicates deviations promptly.	• Fosters a culture of empowerment and accountability; advocates and emphasizes the need to give major responsibilities to team members at different levels. • Detects subtle and major barriers to current performance and anticipates potential obstacles to future performance; takes action to resolve all barriers and obstacles. • Ensures that others consistently have access to the necessary information, authority, and support to achieve objectives and optimize organizational performance. • Pays close attention to performance indicators to gain a comprehensive view of how the organization is progressing toward its goals.

Drives Engagement
Creating a climate where people are motivated to do their best to help the organization achieve its objectives.

Q Interview Questions

❯ **Describe a time you rallied your team around work or a project with tight deadlines or challenging targets.**

❯ **How do you celebrate wins and recognize hard work to keep individuals and your team motivated?**

What to look for in the responses:

Professionals	Senior Contributor	Management	Executive

Role – Model: Behavior based responses for being proficient in this competency

Senior Contributor
- Gives people targeted recognition for their achievements; seeks to learn from their successes.
- Ensures that people understand exactly why the work is important and meaningful.
- Readily includes people and ensures that their efforts are recognized.
- Demonstrates strong insight into how the work relates to own motivations; creative about aligning responsibilities with personal interests.

Management
- Trusts the team to make decisions and empowers them to make significant contributions.
- Creates a highly motivating atmosphere in which many different people feel energized and enthusiastic about achieving common goals.
- Regularly takes opportunities to celebrate efforts, progress, and everyday wins so that people feel inspired to push ahead.
- Ensures that people receive visibility for their successes and finds multiple ways to ensure that efforts are rewarded.

Executive
- Fosters a strong sense of enthusiasm by skillfully connecting work activities with people's deeply held values and goals.
- Regularly identifies new and creative ways to improve the work environment and increase morale.
- Creates an environment where people feel their contributions will be noticed and valued; expresses and encourages strong appreciation for people's efforts.
- Delivers inspiring messages that bring to life the broader meaning behind people's work.

Drives Results | Consistently achieving results, even under tough circumstances

Q

Interview Questions

> **Share an example where you achieved results by removing obstacles**

> **Share an example when you achieved results when it was least expected**

What to look for in the responses:

Professionals	**Senior Contributor**	**Management**	**Executive**

Role – Model:
Behavior based responses for being proficient in this competency

Professionals
- Regularly exceeds work objectives; finds ways to deliver results more quickly or to a higher-quality standard.
- Drives ahead with great focus when faced with obstacles and setbacks; maintains productivity and a positive attitude.
- Devotes considerable effort to surpass goals and achieve the best possible results; goes above and beyond to achieve excellence.
- Demonstrates tenacity when faced with unpleasant or routine tasks; completes them promptly and successfully.

Senior Contributor
- Is passionate about achieving excellent results and contributing significantly to organizational outcomes.
- Consistently drives initiatives/efforts to successful completion and closure in an extremely timely manner.
- Demonstrates great tenacity to achieve results in the midst of obstacles and setbacks; continues to push ahead despite major challenges and frustrations.
- Regularly pushes self to achieve outstanding outcomes; consistently establishes bold goals for own performance.

Management
- Creates a results-focused team atmosphere; ensures that people engage in productive behaviors and don't settle for poor performance.
- Ensures that others push through setbacks and obstacles, creating a feeling of energy and an emphasis on excellence, even in very difficult times.
- Builds a strong sense of urgency in the team for exceeding goals and beating deadlines.
- Consistently delivers excellent results through the team; establishes a superior track record.

Executive
- Fosters organization-wide enthusiasm to surmount obstacles; inspires people to achieve results, even when the path ahead is difficult.
- Forecasts, examines, and skillfully addresses a wide variety of current and future obstacles to organizational performance.
- Achieves breakthrough results that have a clear, positive, and direct impact on business performance.
- Champions a results-focused culture; consistently focuses people on meaningful tasks and drives energetic action.

Drives Vision and Purpose | Painting a compelling picture of the vision and strategy that motivates others to action.

Q

Interview Questions

> **Give me an example when you had to influence your team to adopt the vision of the organization**

> **Give me an example when you had to course correct your team to complete some critical deliverables.**

What to look for in the responses:

Professionals	Senior Contributor	Management	Executive

Role – Model:
Behavior based responses for being proficient in this competency

Senior Contributor
- Delivers a compelling, energizing picture of the organization's vision and purpose.
- Finds unique ways to contribute to the organization's vision and makes outstanding contributions to the workgroup's mission.
- Explicitly articulates the core purpose of his/her own work, and consistently acts in alignment with that.
- Finds novel ways to ensure that day-to-day actions advance the organization's vision.

Management
- Serves as a strong champion for the organization's vision and regularly energizes people to commit to this long-term direction.
- Conveys the organization's vision in a highly compelling, persuasive, and inspiring manner.
- Captures others' imaginations with powerful messages about what is possible in the future.
- Regularly and enthusiastically indicates how people's efforts and contributions make a positive difference.

Executive
- Speaks regularly about why the work they do is important to the world.
- Expresses the organization's vision, mission, and values in a compelling way that others can easily understand and remember.
- Uses a variety of methods and communication techniques to build a feeling of energy, optimism, and motivation throughout the organization.
- Champions a clear purpose and vision persistently and uses this sense of mission to overcome resistance and hardships.

Ensures Accountability | Holding self and others accountable to meet commitments.

Q

Interview Questions

› **How do you establish and measure accountability for your team?**

› **Tell me about a time when the goal of the project changed midway causing you to change and communicate new responsibilities**

What to look for in the responses:

	Professionals	**Senior Contributor**	**Management**	**Executive**
Role – Model: Behavior based responses for being proficient in this competency	• Regularly shares status updates and provides a debrief when assignments are completed. • Holds self to high standards and consistently honors policies, procedures, and work requirements. • Scrupulously ensures all work is correct; seeks feedback and immediately resolves errors or oversights. • Conveys a strong sense of ownership; readily takes responsibility for actions and makes amends as necessary.	• Keeps close track of performance and makes constant effort to remain as effective as possible. • Readily takes ownership of challenging or difficult tasks; admits problems quickly and seeks to drive improvement. • Models a strong sense of responsibility; takes clear steps to learn from both failures and successes. • Has a reputation for always delivering on commitments, even in difficult circumstances.	• Consistently accepts responsibility for the successes and failures of own work and the team's work. • Fosters an environment in which the team holds each other accountable for always delivering on workgroup goals as well as adhering to all policies and procedures. • Gives close attention to metrics and milestones to chart progress, quickly identifying gaps and redirecting efforts accordingly. • Designs feedback loops that enable the team to quickly gather and learn from stakeholder feedback as the work unfolds.	• Fosters a strong feeling of accountability throughout the organization; ensures that people at all levels take agreed-upon expectations seriously. • Plays a front-and-center role in ensuring that commitments are met; pushes back and makes changes to prevent the organization from missing any goal. • Fosters a sense of accountability in leaders; ensures that leaders feel a strong responsibility for the performance of their teams. • Constantly reviews and integrates the most appropriate information from key indicators, processes, and management systems; takes quick corrective action when appropriate.

Financial Acumen | Interpreting and applying understanding of key financial indicators to make better business decisions.

Q

Interview Questions

> **Tell me an instance where you chose short term gain over long term gain? Vice versa**

> **Tell me about a time you had to make a financial decision. What was the process, outcome and feedback?**

What to look for in the responses:

Role – Model: Behavior based responses for being proficient in this competency

Professionals

- Swiftly assembles and fluently interprets the financial data and metrics relevant to the role.
- Quickly grasps budgetary requirements and adheres to all relevant guidelines.
- Draws rich insights from financial and quantitative data.
- Explores the financial impact of own work, considering ways to improve team results.

Senior Contributor

- Carefully investigates and provides accurate estimates of direct and indirect costs.
- Provides rich and rigorous forecasts of the financial implications of ideas and opportunities.
- Makes well-balanced decisions regarding expenditures that take into account multiple considerations.
- Draws many insights from financial and quantitative information; uses the data to determine ways to optimize performance.

Management

- Conveys an emphasis on using budget resources wisely; ensures that people comply with the guidelines.
- Cultivates an environment in which people take ownership of financial decisions and have the tools necessary to make wise, balanced, and appropriate decisions.
- Provides regular summaries of financial data and communicates implications in a way that all can readily understand.
- Determines and leverages the most relevant financial and quantitative indicators to gain an in-depth understanding of organizational performance.

Executive

- Accurately forecasts and proactively addresses the downstream financial impact of key decisions.
- Creates systems that enable the organization to gain a clear and accurate picture of its performance on all key indicators.
- Uses sophisticated analysis and modeling to determine the returns and risks associated with investments; consistently makes wise choices in this area.
- Optimizes trade-offs between current financial performance and investments with longer-term potential.

Global Perspective | Taking a broad view when approaching issues, using a global lens

Q Interview Questions

❯ **What adjustments have you made for your team to operate effectively in both local and global environments?**

❯ **How do you make decisions that have a global impact?**

What to look for in the responses:

Professionals	**Senior Contributor**	**Management**	**Executive**

Role – Model: Behavior based responses for being proficient in this competency

Professionals
- Explores and identifies broad implications associated with work; approaches issues from a big-picture perspective.
- Seeks knowledge about global, regional, and cultural differences and how they impact the organization, and readily applies what is learned.
- Navigates and masters the global components of own work; voluntarily addresses global and regional needs.
- Enthusiastically learns about the organization's global presence, operations, and goals; reaches out to those with global expertise.

Senior Contributor
- Learns about and conscientiously adapts organizational practices to address the unique preferences and needs of different regions or countries.
- Effectively addresses global factors and their implications; cooperates across regions, navigating challenges and opportunities inherent in global organizations.
- Is a strong global thinker; regularly shows deep insight into international differences and linkages.
- Readily understands and can clearly explain the broader factors associated with issues and challenges.

Management
- Effectively coaches and stretches others to approach issues and challenges using a broad perspective and global lens.
- Shows a strong and comprehensive understanding of the immediate and potential impact of global events and trends on the business.
- Makes it a priority for the team/organization to maintain peak operations both locally and globally, and takes swift action to make necessary adjustments.
- Makes plans and decisions that fully incorporate current and anticipated global, cultural, and geographic factors and their implications.

Executive
- Monitors and effectively addresses global events and trends that have strategic implications for the industry, organization, and its customers.
- Promotes global thinking and challenges the organization to apply a broad global lens when facing issues and opportunities.
- Takes concrete action to ensure that the organization's legal, financial, and operational policies are in full alignment with the regions/countries in which it operates.
- Leads people to anticipate, gather data, and quickly adjust business offerings and practices to address the unique needs and preferences of other cultures/countries.

Instills Trust | Definition

Interview Questions

❯ **How has your team relied on you during times of adversity?**

❯ **Tell me about a time when you had to rebuild trust with someone or with a team.**

What to look for in the responses:

	Professionals	**Senior Contributor**	**Management**	**Executive**

Role – Model: Behavior based responses for being proficient in this competency

Professionals
- Consistently adheres to organizational policies and practices, even when they are unpopular or inconvenient.
- Builds trust by showing consistency between what is said and what is done in various work settings.
- Is consistently open, honest, and direct in dealing with others, establishing relationships built on trust.
- Builds a trustworthy reputation by honoring agreements and reliably following through on commitments.

Senior Contributor
- Is consistently honest and straightforward when working with others; shares uncomfortable information in a clear and helpful manner.
- Can be fully counted on to honor agreements and commitments while managing competing priorities; puts in extra time and effort when needed.
- Is a trusted role model for team members, showing consistency between words and actions in various situations.
- Establishes a solid reputation for integrity by maintaining high ethical standards and professional codes of conduct.

Management
- Aligns actions to words and stated values; is widely trusted to demonstrate consistency across a variety of leadership situations.
- Builds a team with an exemplary reputation for reliability and meeting even difficult commitments; puts in extra work when needed.
- Builds trust among people and groups by ensuring honest and up-front communication; takes steps to maintain transparency.
- Goes out of the way to fairly represent and protect the interests of those not present; is widely trusted to speak up for others' needs.

Executive
- Is widely trusted to place the needs and best interests of the organization above any self-interests.
- Creates an organization with an exemplary reputation for honoring agreements and meeting even highly challenging commitments.
- Is known to instill trust and gain respect by aligning actions to words and values; shows consistency across many leadership challenges.
- Develops strong trust in the organization and its leadership through open and honest communication; takes steps to actively ensure transparency.

Cigna.

Interpersonal Savvy | Relating openly and comfortably with diverse groups of people.

Q

Interview Questions

❯ **How do you connect with others who are new to a team?**

❯ **Describe a time when you approached a difficult relationship. What made it difficult and how did you manage it?**

What to look for in the responses:

	Professionals	**Senior Contributor**	**Management**	**Executive**
Role – Model: Behavior based responses for being proficient in this competency	• Quickly builds strong and supportive working relationships with a wide variety of individuals. • Connects with a wide variety of people and easily establishes rapport with different stakeholders. • Conveys a great deal of interest in others' advice, instruction, and critical feedback; may ask questions to learn more. • Projects a highly engaging and charismatic demeanor that makes others want to work with him/her.	• Builds rapport with ease by finding common interests and priorities, even with those who seem totally different. • Helps to defuse difficult interpersonal situations by showing high levels of tact, sensitivity, and consideration. • Builds and cultivates a wide array of strong, mutually supportive relationships across and beyond the organization. • Recognizes even subtle social cues and nimbly responds to others' needs and preferences.	• Understands the nuances of group interpersonal dynamics and leverages this knowledge to achieve results. • Investigates others' desires and concerns; strengthens connections by honoring people's priorities and passions. • Gives people targeted, ongoing coaching on how to build the interpersonal skills that can help them excel within the organization. • Skillfully and quickly resolves difficult interpersonal situations within the team; finds ways to replace these tensions with stronger group cohesion.	• Consistently and regularly forms new relationships while maintaining a wide array of existing connections. • Develops and maintains strong relationships in the community; launches or participates in community initiatives that align with organizational values. • Demonstrates diplomacy and sensitivity in highly visible situations, representing the organization with poise and polish. • Deliberately cultivates a culture in which interpersonal and group dynamics inside and outside the organization are as positive as possible.

COMPETENCIES

Manages Ambiguity | Operating effectively, even when things are not certain or the way forward is not clear.

Interview Questions

> ❯ **Tell me about a time when you worked with a stakeholder through a significant change?**

> ❯ **Tell me about a time when you did not have a lot of information to make a decision or communicate to your team. How did you manage the situation?**

What to look for in the responses:

Professionals	Senior Contributor	Management	Executive

Role – Model: Behavior based responses for being proficient in this competency

Professionals
- Quickly and confidently enlists the expertise of multiple stakeholders to shed light on unclear situations.
- Asks questions to anticipate new priorities and adjusts easily when they arise.
- Finds novel ways to make swift and steady progress, even when details are unknown.
- Welcomes change and helps others contend with the uncertainty it brings.

Senior Contributor
- Embraces change and shows an ability to stay focused, effective, and positive in the face of uncertainty.
- Resourcefully addresses problems that don't have clear solutions or outcomes; makes substantial progress.
- Shows calm focus and great effectiveness during transitions or changing circumstances.
- Cuts through ambiguity quickly to continue moving forward; efficiently addresses information gaps, uncertainty, and lack of clarity.

Management
- Regularly sees the possibilities within unknown situations and takes quick action to turn these opportunities into tangible results.
- Gives people the clear, targeted coaching that helps them gain confidence and make significant progress despite incomplete information.
- Serves as a stabilizing presence during transitions and chaotic conditions; provides clear direction and positive encouragement.
- Steers others skillfully through ambiguity and change, maintaining strong productivity and motivation.

Executive
- Champions change and rallies people to take swift action in the face of ambiguity, uncertainty, and incomplete information.
- Serves as a calming influence in times of uncertainty; offers a clear path forward for the organization.
- Discerns viable and promising opportunities during ambiguous times; successfully capitalizes on these possibilities.
- Stays calm and positive during times of change; keeps people motivated and energized as transitions unfold.

Manages Complexity

Making sense of complex, high quantity, and sometimes contradictory information to effectively solve problems.

Interview Questions

> **Tell me a time when you incorporated multiple, differing perspectives to arrive at a decision.**

> **Share an example when you had to solve a complex problem in a very short time.**

What to look for in the responses:

Professionals	Senior Contributor	Management	Executive
Role – Model: Behavior based responses for being proficient in this competency			

Professionals
- Seeks out and examines a great deal of information to gain a comprehensive understanding of intricate problems and issues.
- Quickly grasps systematic problem-solving methods; uses these tools on a regular basis.
- Recognizes even subtle symptoms that indicate problems; probes deeply to determine root causes.
- Quickly determines the data that is most critical and focuses analysis accordingly; is not distracted by less relevant information.

Senior Contributor
- Consistently looks at complex issues from many angles; obtains a rich and comprehensive understanding.
- Fully evaluates the broad range of potential options and their implications; gains a clear understanding of the impact of each alternative.
- Swiftly cuts to the core of issues and skillfully separates root causes from symptoms.
- Thinks broadly about problems and appropriately incorporates new information and concepts when generating solutions.

Management
- Offers targeted guidance that equips others to confidently analyze information, consider implications, evaluate alternatives, and solve problems.
- Clearly defines and frames complex issues despite incomplete or ambiguous information, addressing all critical elements.
- Incorporates many perspectives and seeks multiple sources in order to fully understand and solve problems.
- Offers penetrating questions that help others get to the heart of complex situations; stimulates others' analyses and helps them find strong solutions.

Executive
- Scrutinizes problems from a systems perspective; draws out subtle connections, linkages, and interdependencies in order to resolve multiple issues at once.
- Deploys highly effective processes and distributes the right resources to enable quick, successful information gathering.
- Gives careful consideration to the challenges the organization will face in the future, proactively identifying some possible alternatives and responses.
- Assembles many pieces of information into a cohesive and sophisticated understanding of complex issues.

Manages Conflict | Handling conflict situations effectively, with a minimum of noise

Interview Questions

❯ **Share an example of a time when you anticipated and resolved a potential conflict?**

❯ **Tell me of an example of how you advocated for an unpopular change?**

What to look for in the responses:

Role – Model:
Behavior based responses for being proficient in this competency

Professionals

- Seeks guidance about how to manage conflict from multiple perspectives and asks others for feedback to ensure effective handling of the situation.
- Shows a positive approach in times of conflict and helps to dispel tension when there are differences of opinion.
- Rebounds quickly from conflicts without holding grudges; does not take arguments or conflicts personally.
- Delivers contrary viewpoints and disagreement in a way that is both candid and sensitive.

Senior Contributor

- Skillfully draws upon a wide range of perspectives in order to find optimal solutions to challenging situations.
- Expresses even significant disagreements with utmost tact and sensitivity, keeping all stakeholders focused on the issues at hand.
- Demonstrates a highly constructive approach to conflict and clearly conveys a desire to find the best possible solution.
- Actively identifies areas of agreement, builds solid consensus around them, and leverages these to resolve disagreements.

Management

- Swiftly addresses the behaviors that lead to destructive conflict; gives guidance on how to handle these situations more successfully.
- Serves as a role model for finding win-win solutions; consistently works to find solutions that benefit all stakeholders.
- Anticipates and addresses potential or emerging conflicts, minimizing their impact by resolving them early.
- Builds greater appreciation and understanding between others during difficult or tense circumstances.

Executive

- Can be relied on to defuse the toughest conflicts, maintaining a calm attitude even under significant pressure; effectively navigates complex, emotional conflicts.
- Fosters an environment where people talk openly about differences and work to draw innovative solutions from divergent opinions.
- Adroitly negotiates positive outcomes to disputes between organizational areas; keeps everyone focused on broader goals.
- Skillfully brings multiple perspectives into harmony by finding and creatively building upon common ground.

COMPETENCIES

Nimble Learning

Actively learning through experimentation when tackling new problems, using both successes and failures as learning fodder.

Q

Interview Questions

> Tell me about a time when you applied your learnings from a failure to achieve a successful outcome.

> Share an example of how your team experiments and iterates to find the best solution.

What to look for in the responses:

Professionals | **Senior Contributor** | **Management** | **Executive**

Role – Model:
Behavior based responses for being proficient in this competency

Professionals
- Consistently asks meaningful questions of others to learn from their experience and knowledge.
- Investigates mistakes and discusses them with others in order to draw maximum learning from the experience.
- Relishes taking on new or unusual problems; seeks others' input but also appropriately experiments with own ideas.
- Easily learns the essence of difficult issues and concepts.

Senior Contributor
- Swiftly incorporates new concepts and principles into own expertise; skillfully uses these fresh insights to solve problems.
- Consistently performs new experiments and shares the lessons drawn from the experiences.
- Examines mistakes in order to understand exactly what went wrong; shares learning with others.
- Swiftly learns the intricacies of new situations and responds skillfully to unfamiliar demands.

Management
- Gives people ample opportunity to experiment; actively encourages and rewards trying new things.
- Creates and promotes an environment in which people are constantly learning from both successes and failures.
- Urges people to try new things and often experiments with new approaches that may benefit the team.
- Draws upon a wide variety of lessons and experiences to tackle new situations confidently.

Executive
- Uses a variety of methods to help the organization gather, share, and benefit from lessons learned across the organization.
- Strongly champions exploration and learning; emphasizes their importance to the organization.
- Advocates active experimentation and rewards those who go into the unknown to learn new things and find new solutions.
- Finds various ways to encourage and reward learning throughout the organization.

Optimizes Work Processes
Knowing the most effective and efficient processes to get things done, with a focus on continuous improvement.

Interview Questions

❯ **Tell me a time when you identified and corrected an inefficient process.**

❯ **Give me an example where you led your team to eliminate wasted effort and inefficiencies.**

What to look for in the responses:

Professionals	Senior Contributor	Management	Executive
• Consistently adheres to defined and communicated standards, methods, and procedures. • Quickly shares an analysis of process problems with the relevant stakeholders; engages in discussion about how to resolve the issue. • Pursues, explores, and develops ways to ensure own work is as effective as possible within all relevant processes. • Identifies several highly effective ways to improve processes and work practices.	• Swiftly resolves process breakdowns to ensure minimal disruption in workflow; takes steps to ensure problems do not recur. • Gives close attention to a variety of metrics and benchmarks; determines both major and subtle ways to optimize processes. • Focuses on attaining key results, but also on optimizing processes to ensure quality and efficiencies. • Regularly appraises own work methods and finds ways to achieve substantial boosts in efficiency and productivity.	• Ensures that problems and process breakdowns are fully examined and that improvements are fully integrated into all relevant work processes. • Orients and motivates people toward the goal of producing the highest-quality outcomes; creates an environment where people vigorously pursue continuous improvement. • Puts the systems in place that allow others to deliver day-to-day results swiftly, successfully, and independently. • Determines novel ways to integrate systems and deliver substantial upgrades in quality and service.	• Creates forums and venues so that best practices and lessons learned can be shared widely and applied across the organization. • Leads the organization in determining those processes that must remain in-house vs. those that can be outsourced or discarded. • Drives multiple initiatives to promote, implement, or reward continuous improvement and quality outcomes throughout the organization. • Establishes and maintains ongoing dialogue with internal and external partners to ensure optimal processes and substantial gains in efficiency throughout the supply chain.

Role – Model: Behavior based responses for being proficient in this competency

Organizational Savvy
Maneuvering comfortably through complex policy, process, and people-related organizational dynamics.

Q **Interview Questions**

❯ **Tell me about a time where your understanding of the organization and various stakeholders helped you influence a decision.**

❯ **Tell me about a time where you influenced an outcome with multiple groups or stakeholders. What was your approach to gain support?**

What to look for in the responses:

Professionals	Senior Contributor	Management	Executive
• Shows inquisitiveness about how the workgroup functions and the intricacies of the group's unwritten rules.	• Builds and maintains a broad base of support for ideas among key decision makers and stakeholders.	• Helps others excel by ensuring that they understand the unique political and organizational factors that influence and shape decisions.	• Anticipates and proactively addresses the internal and external political realities that impact the organization's success.
• Demonstrates curiosity and works toward an astute knowledge of how to get things done in the organization.	• Appreciates the cultural and political dynamics at play in the organization; uses this understanding to achieve results quicker.	• Establishes a wide-reaching coalition that can provide ample resources and strong support for initiatives.	• Proactively engages with a wide range of stakeholders to enlist their assistance and facilitate smooth progress toward goals.
• Identifies the best sources of relevant information and involves them at the right time.	• Swiftly addresses obstacles by enlisting the appropriate individuals and garnering their support.	• Secures the vigorous commitment and enthusiasm of champions and advocates.	• Asserts leadership authority while also using influence, engagement, and networking to rally people around strategic priorities.
• Proactively seeks to understand the organizational culture and adapts fluently to expected behaviors and protocols.	• Anticipates the political difficulties that ideas and initiatives will face and identifies ways to overcome any resistance.	• Demonstrates a clear grasp of the organizational culture and political dynamics; helps people make connections and thrive within the environment.	• Skillfully uses positional power and personal influence to enlist widespread support toward critical organizational goals.

Role – Model: Behavior based responses for being proficient in this competency

Persuades | Using compelling arguments to gain the support and commitment of others.

Interview Questions

> **Tell me a time when you convinced leadership to accept your recommendation.**

> **How do you promote or assert your position with a compelling rationale?**

What to look for in the responses:

Professionals

Senior Contributor

Management

Executive

Role – Model: Behavior based responses for being proficient in this competency

Professionals
- Gives many insightful suggestions and offers thoughtful positions once informed about the issues.
- Thinks carefully and solicits ample insight into how to build a compelling argument; provides well-targeted rationale that resonates with others' interests.
- Asserts ideas with strong conviction, confidence, and enthusiasm; demonstrates persistence in presenting own ideas.
- Delivers highly convincing rationale for ideas; defends suggestions with logic, evidence, and reason.

Senior Contributor
- Creatively negotiates ways to trade, share, and optimize resources.
- Works with others to determine creative win-win solutions; achieves compromise through consensus.
- Builds a very convincing argument for recommendations; uses strong logic and compelling evidence to gain others' commitment.
- Positions and packages ideas so that they will resonate strongly with a wide variety of stakeholders.

Management
- Deftly explains how own ideas can advance others' interests and address their concerns.
- Expresses views with powerful conviction and provides abundant rationale.
- Displays sophisticated negotiation skills; earns concessions while building a sense of partnership.
- Firmly advocates for core convictions while remaining adaptable and accommodating to others' agendas.

Executive
- Assembles and articulates an in-depth business case and rigorous strategic rationale for proposals.
- Expertly and calmly navigates difficult external and internal negotiations, securing important wins despite complexity, conflict, and high-stakes debates.
- Wins widespread buy-in by providing convincing arguments and mobilizing people through persistent advocacy.
- Cultivates support from a diverse range of internal and external stakeholders and successfully leverages this network to drive substantial change.

Plans and Aligns | Planning and prioritizing work to meet commitments aligned with organizational goals.

Interview Questions

❯ **Share an example of a project you had to change midway to adjust to customer requirements.**

❯ **Describe a complex project or initiative that you led or were part of – what steps did you take to organize yourself and your work? What roadblocks or adjustments occurred? What was the outcome?**

What to look for in the responses:

	Professionals	Senior Contributor	Management	Executive
Role – Model: Behavior based responses for being proficient in this competency	• Adopts a sequence of activities that allows for optimal efficiency and effective coordination with others. • Recognizes and optimizes the tasks needed to complete work; identifies some ways to improve efficiency or outcomes. • Determines the full array of support and resources needed to deliver efficient, high-quality work. • Explores and develops ideas to strengthen team alignment and optimize coordination.	• Determines effective ways to maximize coordination and strengthen alignment between own activities and those of others. • Consistently balances the need to plan with the need for urgency, quickly putting the plans and tactics in place so that work can begin quickly. • Develops thorough plans that provide well-sequenced activities and exact time frames. • Foresees and resolves multiple potential bottlenecks and delays; determines successful ways to ensure swift progress.	• Develops nimble plans that take into account a wide range of risks and contingencies. • Shows an ability to adhere to good plans in the face of adversity while also changing approach swiftly when circumstances demand it. • Determines multiple ways to achieve greater cohesion, integration, and alignment between own group and other areas of the organization. • Determines and secures the resources required for team priorities; ensures that these are used efficiently and effectively.	• Determines the full array of resources that strategic priorities will require and ensures that each is allocated promptly; finds ways to optimize disbursement and use of resources. • Offers a comprehensive and exacting picture of goals; emphasizes and reinforces specific objectives so that priorities are clear throughout the organization. • Swiftly determines and drives the actions necessary to ensure coordinated and aligned efforts toward strategic goals. • Provides aggressive yet realistic time frames for strategic objectives; seeks to stretch and build a sense of urgency in the organization.

Resourcefulness | Securing and deploying resources effectively and efficiently

Q **Interview Questions**

❯ **Share an example where you had to deliver a project with limited resources.**

❯ **How do you balance competing priorities to ensure progress is made and expectations are met?**

What to look for in the responses:

	Professionals	**Senior Contributor**	**Management**	**Executive**
Role – Model: Behavior based responses for being proficient in this competency	• Seeks to find the most efficient approach to accomplishing tasks with the minimum amount of resources. • Consistently focuses on highest-priority demands while calmly and effectively tracking and making progress on other priorities. • Ensures that tasks are completed by monitoring deadlines against progress and proactively requesting additional resources when deadlines or quality might be in jeopardy. • Optimizes the available resources in ways that may cause a reprioritization of the tasks in order to maximize their value.	• Seeks best approaches to conserve resources and minimize waste. • Coordinates work to ensure that significant progress or productivity is being made across multiple priorities or responsibilities. • Identifies and obtains resources needed for the initiatives, skillfully matching the types of resources to the specific challenge. • Consistently finds creative approaches and workarounds to get the work done with very constrained resources.	• Drives significant progress or productivity across multiple projects or work streams. • Works with others to help them identify ways to conserve resources in accomplishing their work. • Coaches others on how to determine the resources needed and how to obtain them in order for them to successfully complete their objectives. • Optimizes the team resources across multiple team objectives to maximize the value that can come from those resources.	• Applies portfolio management of resources to maximize the use of organizational resources throughout the enterprise. • Creates initiatives and systems that manage and foster a culture in which resources are optimized and conserved. • Proactively identifies and secures the resources needed to achieve current and future organizational objectives. • Effectively optimizes focus and resources across multiple organizational priorities, ensuring that each gets the attention necessary to maximize organizational success.

Self-Development | Actively seeking new ways to grow and be challenged using both formal and informal development channels.

Interview Questions

> **What area(s) are you focused on developing today? How did you select that and what actions are you taking?**

> **Share an example of a role that required you to stretch - learn new skills and/or responsibilities.**

What to look for in the responses:

Professionals	Senior Contributor	Management	Executive

Role – Model: Behavior based responses for being proficient in this competency

Professionals
- Involves the right people to help identify development priorities and provide guidance on useful learning opportunities and resources.
- Pursues a range of development options (e.g., on-the-job assignments, classes, mentors), showing enthusiasm for learning.
- Demonstrates strong commitment to own development by continuously updating knowledge, skills, and abilities.
- Assertively seeks and finds opportunities to practice, apply, and strengthen new skills on the job.

Senior Contributor
- Actively seeks feedback from people with various perspectives to identify priorities for self-development.
- Creates a thorough and detailed development plan that states clear goals and the practical steps and tactics needed to achieve them.
- Demonstrates a strong commitment to development by regularly practicing and applying knowledge and skills; is quick to share new learning with others.
- Takes initiative to broaden skills through additional job responsibilities and challenging assignments.

Management
- Carefully aligns own development plans and career aspirations with the goals and values of the organization; pursues ways to both enhance skills and advance organizational strategy.
- Consistently works to enhance own leadership skills, expanding capability to lead people and teams in many challenging contexts.
- Actively pursues opportunities that expand own expertise and skills and motivates the team to continuously learn and develop.
- Assertively pursues challenging assignments and takes charge of initiatives that will broaden own capabilities, maximize contribution, and enhance career success.

Executive
- Monitors changes in the organization and industry and considers implications for own development needs; makes plans to capitalize on upcoming opportunities.
- Consistently works to improve own leadership skills, expanding ability to effectively lead the organization.
- Creates an organizational culture that strongly values and accelerates individual and career development.
- Assertively pursues challenging assignments and takes charge of initiatives that will broaden own capabilities, maximize contribution, and enhance career success.

Situational Adaptability | Adapting approach and demeanor in real time to match the shifting demands of different situations.

Q

Interview Questions

› **Tell me about a time when you changed your approach and working style to better fit in with the team around you.**

› **Tell me about a time when a shift occurred and you had to adapt your style, approach or work plan to accommodate the change.**

What to look for in the responses:

Professionals	Senior Contributor	Management	Executive

Role – Model: Behavior based responses for being proficient in this competency

Professionals
- Swiftly and easily adapts approach to a wide array of different or changing situations.
- Swiftly determines when flexibility is required and skillfully shifts own approach.
- Shows strong sensitivity to cues that situations are changing; responds skillfully to new priorities.
- Shows inquisitiveness about how situations are evolving and identifies how to adapt early to changing situations.

Senior Contributor
- Exemplifies flexibility and resourcefulness; responds deftly to a variety of challenges and situations.
- Identifies even subtle cues that indicate the need to adapt; deploys a wide range of behaviors to stay effective.
- Quickly adapts to a diverse array of changing needs, conditions, priorities, or opportunities.
- Assesses current performance and looks to the future; forecasts when change may be necessary.

Management
- Anticipates and communicates the need to shift priorities to provide the best possible response to clients, constituents, or the organization.
- Ensures that others adapt swiftly to new situations in ways that maintain effectiveness and morale.
- Shows the ability to be persistent and to be flexible; applies both skills effectively in changing situations.
- Acts as a powerful role model for adaptability; adeptly shifts approach and helps others do the same.

Executive
- Swiftly adjusts leadership style in order to best match the demands of different situations and challenges.
- Champions organizational flexibility; creates the structures and fosters the culture that allow adaptability to become second nature.
- Champions the need for flexibility in response to the competitive environment; serves as a compelling example of adaptability.
- Thinks carefully about how the external environment will evolve and proactively drives change in the necessary areas.

Strategic Mindset | Seeing ahead to future possibilities and translating them into breakthrough strategies.

Q **Interview Questions**

❯ **Tell me a time when you had to develop a strategy to create organization and/or customer value.**

❯ **Share an example of a time when you considered industry and market trends to make decisions.**

What to look for in the responses:

	Professionals	Senior Contributor	Management	Executive
Role – Model: Behavior based responses for being proficient in this competency	• Anticipates the future needs of the workgroup without prompting, and outlines specific steps to enhance its performance. • Clearly understands how own work fits into the bigger picture and can explain how it connects to the broader organization's strategy. • Articulates how own actions can contribute to the organization's success, and prioritizes actions that will help reach the goals. • Recognizes important trends and initiates discussion about how future issues may impact own work, the industry, or customers.	• Keeps up-to-date on industry trends and market forces, and considers what is strategically relevant when making decisions. • Clearly identifies which efforts and initiatives will have the greatest strategic impact on the organization and prioritizes these. • Balances and integrates big-picture/strategic concerns with day-to-day activities, addressing trade-offs where appropriate. • Stays future-focused, considering multiple scenarios that could unfold as things evolve; explores future possibilities to help the team or organization prepare and succeed.	• Makes frequent, clear, and compelling references to the organization's vision and strategy and the efforts required to drive them forward. • Strategically leverages the organization's distinct capabilities and competitive advantages, and seizes opportunities that stem from emerging trends. • Effectively pursues future possibilities that will create sustainable value for the organization and its stakeholders. • A strong big-picture thinker; effectively integrates and balances long-term opportunities and challenges with day-to-day activities.	• Clearly distinguishes and leverages the organization's key differentiators, incorporating them into a solid long-term strategy. • Is highly alert to the future, analyzing multiple scenarios to equip the organization to address change, tackle challenges, and shape new possibilities. • Updates business strategies regularly in response to evolving market dynamics and organizational needs, then clearly communicates updated direction and priorities. • Integrates organizational strategies from all units to align the business, focus efforts, and achieve a sustainable competitive advantage

Tech Savvy | Anticipating and adopting innovations in business-building digital and technology applications

Q

Interview Questions

> **Tell me of a time when you proactively educated others on an emerging technology that could add value.**

> **Tell me how technology has helped you to provide better solutions. Has not having the right technology ever had a negative impact on your work?**

What to look for in the responses:

	Professionals	**Senior Contributor**	**Management**	**Executive**
Role – Model: Behavior based responses for being proficient in this competency	• Confidently and successfully leverages the latest technologies; knows how to use them to increase performance. • Quickly embraces and masters new technological advances adopted by the organization. • Shows curiosity about technologies and finds new tools to help complete tasks. • Fluently speaks the language of the latest technologies and confidently uses it; may help others learn the terminology.	• Regularly experiments with and leverages various technologies and tools in ways that substantially improve performance. • Proactively identifies new ways to use digital/social media to enhance performance; may help others get the best possible use out of these tools. • Acts as an early adopter of new technologies, technical skills, and capabilities, leading to regular and ongoing improvements in performance. • Keeps abreast of many different technologies and quickly applies the cutting-edge best practices they can provide.	• Makes learning and appreciating technologies a regular, ongoing part of the team's activities; creates both capabilities and enthusiasm. • Deploys resources wisely to secure the best possible technologies and upgrades for the team. • Skillfully determines the technologies and innovations that will be most beneficial and ensures that the team capitalizes on these advances. • Demonstrates strong insight into which technologies will best support the goals of the team; recognizes and rejects fads in favor of powerful, innovative tools.	• Monitors developments in technology and proactively formulates ways to capitalize on and respond to emerging trends, threats, and opportunities. • Builds a presence on multiple social/digital platforms and represents the organization as a key thought leader through these channels. • Demonstrates a highly future-focused outlook and consistently brings new technologies to the organization's attention. • Serves as a strong advocate for technological advancement within the organization; obtains the resources needed and ensures the right technologies are in place.

COMPETENCIES

Values Differences — Recognizing the value that different perspectives and cultures bring to an organization.

Interview Questions

> Give me an example of how you have leveraged perspectives from others who think differently than you to successfully achieve a goal.

> Tell me about a time when you encouraged your team members, peers or colleagues to challenge your thinking.

What to look for in the responses:

Role – Model: Behavior based responses for being proficient in this competency

Professionals

- Regularly seeks out people from different backgrounds and perspectives to draw upon their knowledge, expertise, and insight.
- Grasps the uniqueness of each individual and challenges others who use stereotypes.
- Engages with diverse individuals and groups with the utmost respect; creates an environment where everyone feels comfortable.
- Proactively seeks out opportunities to learn and put into practice ideas from others who have different perspectives, backgrounds, and/or styles.

Senior Contributor

- Consistently behaves with great sensitivity toward differences in cultural norms, expectations, and ways of communicating.
- Confronts stereotyping and offensive comments promptly, making it clear that such actions are inappropriate.
- Draws upon a wide range of diverse perspectives and talents to add value to own work and optimize performance.
- Brings together those who have different perspectives, backgrounds, and/or styles and skillfully leverages the unique capabilities of each.

Management

- Regularly exposes team members to diverse perspectives and ensures they learn from these viewpoints.
- Builds a team culture in which differences are embraced; leverages people's differences as a way to strengthen workgroup performance.
- Enthusiastically advocates and helps others understand the business value of diversity.
- Fluently adapts to different cultural norms and expectations; engages successfully with a wide range of people.

Executive

- Serves as a valued resource and mentor to people with an array of backgrounds and perspectives.
- Creates an accepting, empowering environment that makes all employees, regardless of background, feel valued and motivated.
- Champions the cause of diversity and inclusion and ensures others recognize the vital importance of these topics.
- Skillfully and consistently identifies how recognizing cultural differences can lead to new opportunities and value to the organization.