

UTC Competencies and Behavioral Indicators

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UTC Competencies for Employees

BUSINESS PRACTICES AND ETHICS (RATING REQUIRED)

Leadership Competencies Description:

- Models ethical behavior and drives ethical business practices in all areas of responsibility/geography.
- Actively communicates the Company's expectations with respect to ethics and compliance.
- Keeps commitments and builds trust.
- Assures accountability of subordinates for ethics and compliance, seeking positive incentives as well as imposing discipline fairly.
- Visibly supports the Ombuds/DIALOG and the Business Practices/Compliance programs.
- Performs, in the face of pressure, without compromising compliance mandates.

Single Contributor Competencies Description:

- Models ethical behavior and encourages ethical business practices.
- Keeps commitments and builds trust.
- Performs, in the face of pressure, without compromising compliance mandates.

STRATEGIC LEADERSHIP

Provides a clear vision to others of what the organization needs to ensure its future success.

Leadership Competencies Description:

- Establishes a clear vision that motivates others to accomplish what both the organization and [customers](#) need in the long run.
- Takes ownership and responsibility for the future direction of the organization.
- Consistently restates and reinforces one's direction.
- Sets high expectations and goals, encouraging others to excel to support the organization.
- Remains focused on guiding others toward the most important objectives of the organization.

Single Contributor Competencies Description:

- Makes an effort to understand the strategic vision of the organization.
- Seeks to understand how own work fits into the strategic goals of the organization.
- Shows enthusiasm and good will toward the strategic goals of the organization.

DEVELOPING TALENT

Achieves competitive advantage and fosters a learning environment by taking personal responsibility for identifying and developing people.

Leadership Competencies Description:

- Displays confidence in others' abilities and recognizes people for doing their best.
- Selects the best people available from inside or outside the company.
- Gives others direct, constructive, and actionable feedback in a way that they can understand it and use it.
- Coaches others and prepares them for current and future business demands.

Single Contributor Competencies Description:

- Actively reaches out and supports other team/workgroup members; is enthusiastic about the successes of others in the team/workgroup.
- Actively contributes to helping new employee/project member learn the new job and organization.
- Actively shares expertise and knowledge with others; is a willing and able teacher.
- Actively engages developing own talent; is an eager and avid learner.

CUSTOMER FOCUS

Champions actions to exceed current and future internal/external [customer](#) needs.

Leadership Competencies Description:

- Listens to and fully understands the [customer](#)'s needs.
- Pursues the best [customer](#)-focused responses that add value to the business.
- Anticipates marketplace opportunities and takes actions to ensure speed to market.
- Considers the [customer](#)'s perspective in making decisions.
- Ensures [customer](#) commitments are met with quality products and services.

Single Contributor Competencies Description:

- Shows [customer](#) empathy, listens to and fully understands the [customer](#)'s needs.
- Balances meeting the needs of [customers](#) while adding value to the business.
- Anticipates [customer](#)'s needs and quickly acts upon them.
- Considers the [customer](#)'s perspective in making decisions.

- Is committed to satisfying the [customer](#) with quality products and services.

ADAPTABILITY

Adjusts personally to high pressure, rapidly changing business conditions and uncertain business environments.

Leadership Competencies Description:

- Uses self-insights to capitalize on one's strengths and offset weaknesses.
- Trusts one's own instincts and hunches in ambiguous or uncertain situations.
- Keeps control of one's own feelings and behavior in high pressure situations.
- Learns from personal experience and integrates experience to cope with new or untried events.
- Seeks and utilizes opportunities for continuous learning and self-development.

Single Contributor Competencies Description:

- Has a realistic understanding of own strengths & weaknesses.
- Is calm and rational in the face of uncertainty or ambiguity.
- Keeps control of own emotions and behavior in high pressure situations.
- Learns from personal experience.

ANALYTICAL THINKING

Identifies root causes of problems, secures relevant information, and identifies possible solutions.

Leadership Competencies Description:

- Asks the right questions to size up situations.
- Seeks out data from several sources and accurately evaluates both operating and [customer](#) requirements.
- Identifies patterns in conflicting information and events.
- Generates alternative solutions.

Single Contributor Competencies Description:

- "Sizes up" situations quickly and effectively; asks the right questions to understand the situation.
- Seeks out data to analyze problems.
- Is an effective trouble shooter; analyzes process/product problems by thinking through root causes.
- Makes sense of confusing or conflicting information.
- Generates alternative solutions.

BUSINESS INNOVATION

Drives change and uses new or unique solutions in business situations.

Leadership Competencies Description:

- Champions change and continuous improvement as business opportunities.
- Looks for breakthrough business ideas and practices, within and beyond the company, and encourages others to do likewise.
- Uses unconventional approaches to solve [customer](#) and other business problems where standard approaches don't work.
- Assumes new and difficult challenges and manages them as opportunities.
- Finds creative ways to get things done with limited resources and pressing constraints.

Single Contributor Competencies Description:

- Actively contributes to efforts for continuous improvement.
- Suggests new and innovative ideas for products/processes.
- Suggests alternative ideas when standard approaches don't work.
- Is willing to assume new or difficult challenges.
- Contributes to finding new ways to get things done with limited resources and pressing constraints.

BUSINESS JUDGMENT

Determines alternative solutions to problems, evaluates courses of actions, and reaches sound business decisions.

Leadership Competencies Description:

- Views problems from a total business perspective, considering economic opportunity, required investment, risks, and anticipated paybacks.
- Judiciously weighs the pros and cons of various business alternatives.
- Accurately evaluates the implications of new information or events.
- Makes decisions that are relevant and timely; anticipates the internal and external implications of one's decisions.

Single Contributor Competencies Description:

- Understands the larger business issues and competitive environment of the project/process they work with.
- Understands the direct and indirect implications of business decisions.
- Makes timely decisions.
- Understands the implications of own decisions on other part of the value/production chain.

- Accurately evaluates the implications of new information or events.

COMMUNICATION SKILLS

Expresses ideas effectively to establish oneself as a credible and impactful leader.

Leadership Competencies Description:

- Communicates a clear understanding of one's subject matter and offers informed positions.
- Conveys ideas confidently and succinctly.
- Delivers messages with personal energy, enthusiasm, and conviction.
- Uses appealing and persuasive arguments.
- Addresses issues of key importance to stakeholders.

Single Contributor Competencies Description:

- Communicates a clear understanding of one's subject matter and offers informed positions.
- Conveys ideas confidently and succinctly.
- Delivers messages with personal energy, enthusiasm and conviction.
- Uses appealing and persuasive arguments.
- Addresses issues of key importance to stakeholders.
- Keeps others informed.
- Is committed to sharing knowledge.

FORWARD THINKING

Develops plans that anticipate short and long term business demands.

Leadership Competencies Description:

- Establishes an overall course of action considering immediate and future requirements.
- Identifies what must be accomplished for successful completion of one's plans.
- Anticipates resources needed to successfully implement one's plans.
- Develops contingency plans, anticipating unexpected events or obstacles that can alter one's desired course of action.
- Prepares for external trends and alternative scenarios potentially impacting the business in the long term.

Single Contributor Competencies Description:

- Uses a systematic and logical plan of action to complete a project/task; breaks down tasks and uses a timeline.
- Uses resources effectively to complete project plan.
- Identifies and addresses potential obstacles in completing a project plan.

FOCUS ON RESULTS

Drives obligations to closure with precision to benefit the organization and every constituent.

Leadership Competencies Description:

- Actively measures and evaluates performance with respect to business goals and [customer](#) requirements.
- Conveys priorities with the right sense of urgency and importance.
- Empowers others to achieve desired results and holds them accountable.
- Conducts timely follow-up and keeps others informed on a need to know basis.
- Rewards people when they have done well, and confronts them directly with specific feedback when they don't demonstrate desired performance.

Single Contributor Competencies Description:

- Actively contributes to measuring performance of team/workgroup against goals.
- Prioritizes own work according to team or business goals.
- Takes initiative and holds self accountable for achieving against a standard of excellence.
- Is committed to follow up and follow through, sustains own energy throughout a project/task.
- Contributes to an atmosphere of supporting excellent performance within workgroup.

LISTENING

Encourages others to engage in dialogue; listens actively.

Leadership Competencies Description:

- Accurately attends to the meaning of ideas that are exchanged.
- "Hears" what is not said, i.e., the underlying attitudes and feelings behind the words.
- Clarifies and extends the meaning of others' points for mutual understanding.
- Willing to change ideas or perceptions based on new information or contrary evidence; persistent, yet flexible.

Single Contributor Competencies Description:

- Is committed to accurately understanding the other person's ideas.
- Is an empathetic listener; "hears" what is said, i.e., the underlying emotions behind the words.
- Checks for mutual understanding.
- Is an engaged listener, bases own comments on what the other person has said.
- Is willing to change ideas in the face of new information.

TEAMWORK

Creates an environment in which people are involved, included, and have a sense of ownership.

Leadership Competencies Description:

- Respects individual differences and utilizes the diverse thinking and contributions of all. Works to get "buy-in" of individuals based on what they have to gain and the common good of the organization.
- Keeps people informed and involves them appropriately in making decisions.
- Provides help to others and acts as a resource without removing responsibility.
- Works across organizational boundaries and readily encourages collaboration to produce superior results.
- Displays organizational savvy; knows where to go to overcome barriers and to get the right people involved to solve problems.

Single Contributor Competencies Description:

- Respects individual differences and utilizes the diverse thinking and contributions of all.
- Expresses opinions about team/workgroup issues honestly and openly.
- Keeps people informed about issues that affect them.
- Provides help and support to others; acts as a resource to the team/workgroup.
- Is willing to reach out and partner with others (both inside and outside the team/workgroup) in order to get things done.

TECHNICAL/FUNCTIONAL

Develops core technical and/or functional, discipline specific skills and knowledge.