## **Core Competency Standards**

This Section Applies to All Employees

The bullets below each competency represent the "key success factors" and provide some examples of the competency behaviors.

## Communication

- Communicates effectively with individuals up, down, and across the organization.
- Resolves conflict in an appropriate manner and deals tactfully with differences of opinion.
- Effectively channels communication with all those who need to be informed and handles sensitive information appropriately.

## Integrity/Accountability

- Seeks to achieve results which are in the best interest of Brooktrout.
- Uses honesty and appropriate disclosure with customers, employees, and management.
- Accepts responsibility and acknowledges problems or mistakes and commits to necessary corrective action.
- Considers ethical issues before decisions are made.

#### **Results Orientation**

- Delivers high quality results on time.
- Overcomes roadblocks/setbacks to deliver results.
- Identifies problems early and takes appropriate action.
- Thinks outside of the box to achieve a business result for an internal/external customer.

#### **Teamwork and Collaboration**

- Focuses on situations, issues or behaviors and not individuals.
- Seeks out others' opinions before making decisions that will impact them.
- Demonstrates ability to get along with others, is respectful of co-workers and promotes teamwork.
- Takes the initiative to make things better seeks out/accepts new or additional responsibilities readily.

#### Customer Focus (internal and external)

- Seeks customer feedback, listens effectively and provides and follows through on solutions.
- Takes personal responsibility for ensuring any issues raised by customers are responded to promptly.
- Demonstrates dedication to meeting the expectations and requirements of customers.

### Self Confidence and Assertiveness

- Expresses own convictions or opinions even when adopting an unpopular position or facing opposition.
- Displays confidence in interacting with people at all levels of responsibility, and in all parts of the organization.
- Deals constructively with failures and mistakes and addresses conflict directly to resolve issues in a timely fashion.

# **Job Competence**

- Carries out assigned job responsibilities.
- Possesses requisite skills and technical ability needed to accomplish job responsibilities; seeks to continue developing new skills to adapt to a changing environment.
- Meets goals and objectives

## **Leadership Competency Standards**

This section applies only to those in leadership roles (managers, project managers, etc.) The bullets below each competency represent the "key success factors" as they provide some examples of the competency behaviors.

#### **Builds Commitment**

- Follows through on obligations and commitments made to others.
- · Creates view of future that motivates others
- Recognizes and gives credit to others.
- Strengthens commitment by soliciting diverse points of view.

## **Motivating Others**

- Facilitates team energy and enthusiasm in order to reach specific goals or deadlines.
- Gives praise and constructive criticism at the right time.
- Recognizes when team members are de-motivated and takes action to mediate the problems.

# **Providing Leadership and Direction**

- Ensures that employees understand scope of responsibilities, priorities and objectives.
- Provides timely information regarding status, progress, responsibilities of projects, etc.
- Ensures that employees understand what is going to happen, why and how.
- Leads their team to fulfill commitments.

# **Supporting the Organization**

- Inspires dedication to the organization's shared goals and values through his/her own visible actions.
- Shows enthusiasm for organizational initiatives, policies and procedures and helps others accept any changes and remain effective.
- Lets go of "old ways" in response to changing business needs by modifying and adapting behavior.

# **Employee Development**

- Uses a variety of methods (feedback, by example, training, expanding role, etc.) to help individuals attain higher levels of performance.
- Mentors and encourages others to identify and achieve career goals.
- Conducts performance planning conversations on time.
- Gives feedback consistently, promptly and constructively to improve performance.

#### **Employee Relations**

- Identifies and constructively confronts critical developmental or performance issues.
- Deals with individual issues consistently and professionally, with due regard for company procedures.
- Creates environment of trust and confidence to promote open communications.