



High Performance Attributes

Drives Accountability and Results (Results orientation) <p>Sets clear expectations and pursues the right results</p> <ul style="list-style-type: none">• Sets priorities based on corporate goals and values• Takes calculated risks• Accepts both responsibility and accountability• Consistently sets challenging goals and high standards• Strives to exceed objectives ahead of schedule and under budget• Operates from an expectation of success• Sees setbacks as temporary and perseveres with corrective action• Creates a climate where people can:<ul style="list-style-type: none">- excel in delivering the desired results- develop their knowledge and expertise	Directs the work (Manage the work) <p>Can plan/adjust work to fit business needs</p> <ul style="list-style-type: none">• Accurately scopes out length and difficulty of tasks/projects• Provides clear priorities, direction and timelines• Anticipates and plans for roadblocks• Measures performance against goals, uses evaluations to guide processes and feedback• When making a mistake that impacts other areas, s/he quickly shares information with appropriate people, solicits input to lessen adverse impact, makes corrections, and learns from mistakes• Makes correct trade-offs and resource allocations aligned with current priorities and overall financial goals of the organization	Decides (Quality decision making) <p>Consistently makes good decisions based upon a mix of analysis, wisdom, experience, judgment</p> <ul style="list-style-type: none">• Uses data to make fact based decision• Considers second and third order effects and system dynamics• Is sought out by others for advice, counsel and solutions• Consistently demonstrates the ability to sift through vast amounts of information and reduce to essential elements• Effectively communicates the essence of the matter with others• Makes critical trade-offs and can explain rationale and thinking process to others
Manages change and ambiguity <p>Leads change and champions innovation and continuous improvement</p> <ul style="list-style-type: none">• Consistently learns from the past, seeks out new ideas from various sources and synthesizes them to generate superior ideas/results• Champions doing things better by comparing existing and alternative methods to solve problems. Uses business needs to drive the final decision• Shifts priorities and works smart to adjust to rapid change without letting anything drop• Competently handles uncertainty and risk• Use data and judgment to make a decision in times of ambiguity	Focuses on Communication & Participation (Team focus) <p>Committed to building a great team of diverse backgrounds and skills</p> <ul style="list-style-type: none">• Communicates in a direct, constructive and timely manner• Carefully listens to understand others' position and in-put. Invites debate and other perspectives• Builds team morale and commitment by working with others to produce output of greater quality than one person alone could create• Accurately assesses the ability of others and works with them to build skills and make important contributions• Recognizes when others are continuously under- performing and manages up or out	Strives for World Class Performance (Business maturity) <p>Demonstrates positive principles and attributes (business acumen, broad perspective, composure, honesty, respect, fairness) even in difficult situations</p> <ul style="list-style-type: none">• Maintains the perspective of what is best for Delta when addressing issues• Consistently seeks feedback from a variety of sources for ongoing personal development• Admits mistakes, often before others point them out, remedies the situation, creates a plan for prevention and/or development• Builds trust through proficiency, reliability, authenticity, and credibility• Pursues personal excellence by continuously developing skills and expertise