

**STAR Leadership**

***Behavioral Event Interview Report***

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**Introduction**

For the last 20 years, Principals at Sustainability Accelerator have worked with thousands of leaders from around the world to help them grow and develop. Behavioral Event Interviews (BEIs) are one of the most impactful tools to evaluate executives for high-potential and to catalyze the development of identified high-potential leaders. BEIs are a structured method for assessing leadership potential by exploring past behaviors and experiences as predictors of future performance. This report is based on an in-depth BEI conducted to evaluate the executive's strengths, development areas, and potential across STC’s High-Potential “STAR” Competency Model. The insights gathered will guide tailored development plans and strategic placement decisions within the organization.

**Background, Education, and Work Experience**

Mark's career trajectory is marked by a unique blend of intellectual curiosity and resilience, beginning with his education at Georgetown University, where he earned a law degree after initially pursuing graduate studies in paleontology and evolutionary biology. This shift not only opened pathways in the legal field but also reflected his adaptability to change and desire for a fulfilling career.  
  
Mark's professional journey spans various sectors, from legal aid work representing victims of domestic violence to roles in the telecom industry, including infrastructure development. His tenure includes impactful positions at Tesla and the Natural Resources Defense Council, where he honed his skills in project management and advocacy for environmental causes. Mark’s ability to innovate and adapt during challenging situations is notable, especially demonstrated by his strategic implementation of processes that enhance team performance.  
  
Throughout his career, Mark has focused on fostering collaboration and empowerment within teams while continually seeking new challenges that stimulate his passion for problem-solving and community impact. His aspirations include making meaningful contributions to global development and sustainability, alongside maintaining a balanced family life.

**The STC STAR Executive Competency Model**

Competency models are powerful tools for identifying, developing, and nurturing leadership talent within organizations. The STC STAR Competency Model for high-potentials was specifically crafted to meet the future-facing leadership needs of the organization. Built in close collaboration with the Group CEO and senior executives, this model reflects their collective vision and priorities for leadership excellence given the exciting opportunities and challenging global and local realities in our near and longer-term future. It draws on extensive analysis of industry and technology trends, insights and research from best practices in global leadership, and the unique cultural and strategic needs of STC. Ultimately, this model integrates a forward-looking perspective on the skills and attributes required to lead in a rapidly evolving telecommunications landscape. Leaders who cultivate these competencies will possess the skills, experience, and capacity to drive STC forward, ensuring its continued success in an ever-changing global environment. Scores for each domain are on a scale of 1 to 10 (10 represents world-class performance).

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**STAR Domain 1: Strategic Partner**

5.6

**Domain Definition**: STC's STAR Leaders demonstrate progressive long-term thinking and a growth mindset, build strong partnerships to foster collaboration, and simplify complexity to align priorities and maximize stakeholder value. This domain score is an average of the three competency scores – scores for each competency below are on a scale of 1 to 10 (10 represents world-class performance).

**Domain Strengths and Weaknesses Summary:** Mark demonstrates a notable growth mindset and progressive long-term thinking, reflecting in his executive capabilities within the STAR framework. He effectively fosters collaboration by building strong partnerships and encouraging open dialogue among team members, as exemplified in his coaching and talent enablement experiences. His approach to problem-solving and resilience during challenging situations showcases his ability to simplify complexity and focus stakeholder priorities. However, he recognizes the need to cultivate his innovative skills and enhance his delivery metrics, indicating a commitment to continuous improvement and responsiveness to organizational needs. Overall, Mark embodies the characteristics of a STAR Leader.

**Competency 1.1: Innovate**

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**Competency Definition**: Demonstrates a growth mindset and progressive long-term thinking by challenging the status quo to identify and promote innovative strategic initiatives.

**Highlights:** Mark exhibits a commendable growth mindset and a capacity for long-term strategic thinking, evident in his approach to innovative problem-solving and talent management. In his varied experiences, Mark successfully challenged the status quo, notably when he pioneered the establishment of a family law practice in a previously unfamiliar firm setting. This initiative required not only innovation but also the ability to navigate resistance, as he had to build a case for this new direction amidst entrenched practices. Additionally, his notable adaptability surfaced when he implemented a new permits tracking system within the telecom industry, prompting him to advocate for shared accountability among team members to enhance operational efficiency. His commitment to coaching others is reflected in his ability to transform underperforming team members into effective contributors, showcasing his focus on positive change and empowerment. While Mark acknowledges areas for growth in his innovative capacity and delivery aspects, his openness to refining these skills demonstrates a proactive disposition towards embracing strategic initiatives that yield long-term benefits for his organization. This growth-oriented mentality positions him well for future leadership challenges.

**Competency 1.2: Connect**

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**Competency Definition**: Develops and maintains strong relationships with strategic stakeholders (internal and external partners / government / customers) by actively enabling collaboration across the enterprise.

**Highlights:** Mark demonstrates exceptional skills in developing and maintaining strong relationships with strategic stakeholders, showcasing his ability to foster collaboration both internally and externally. His empathetic approach was evident during his tenure as a divorce lawyer, where he adeptly built rapport with clients in high-stress situations, facilitating negotiations that prioritized shared humanity, especially when children were involved. He innovatively utilized food as a tool for connection during negotiations, which helped ease tensions and encouraged open dialogue. In his telecom role, Mark became a pivotal figure in a dysfunctional team, transforming a struggling team member into a productive asset by emphasizing trust and autonomy. This not only improved team dynamics but also resulted in increased operational output. Mark's proactive efforts to maintain open communication channels and build consensus among diverse groups highlight his knack for enabling collaborative environments. While his relational capabilities are evident, enhancing his strategic alignment of these relationships with organizational objectives could further elevate his leadership effectiveness at STC, ensuring that collaboration drives long-term success and innovation.

**Competency 1.3: Simplify**

5

**Competency Definition**: Aligns the enterprise on highest-priority efforts

that maximize stakeholder value by aggressively reducing complexity

and bureaucracy.

**Highlights:** Mark demonstrates a strong ability to align enterprise efforts on high-priority initiatives that enhance stakeholder value, notably through his emphasis on clarity and simplicity. For example, while working in telecom, he recognized the inefficiencies in the permit approval process, where individual accountability was causing delays and confusion. Mark initiated a shared email system dedicated to permit submissions coupled with appointed oversight, allowing for accountability while ensuring that team members were supported rather than overburdened. This innovation not only improved response times but fostered a collaborative environment that eased tensions within the team.  
  
Mark also embodies resilience and focus during periods of change. When faced with a problematic database transition that threatened project timelines, he maintained team morale by steering clear of blame and frustration, instead prioritizing deliverables and supporting his team through the chaos. While his strengths lie in immediate problem-solving and team empowerment, there remain opportunities for him to adopt a more strategic approach by enhancing his focus on simplifying complexities at a broader organizational level, ensuring systems are in place for sustained improvement and efficiency. Overall, with targeted development in this area, Mark could amplify his already significant contributions to stakeholder value at STC.

**STAR Domain 2: Talent Enabler**

4.7

**Domain Definition**: STC's STAR Leaders actively coach, develop, and engage talent, empower high-performing teams by cultivating trust and ownership, and elevate performance by inspiring excellence and enabling individuals and teams to achieve exceptional results. This domain score is an average of the three competency scores – scores for each competency below are on a scale of 1 to 10 (10 represents world-class performance).

**Domain Strengths and Weaknesses Summary:** Mark demonstrates strong capabilities in coaching and developing talent, evidenced by his success in transforming underperforming team members into valuable assets by fostering trust and ownership. His approach emphasizes elevating performance through inspiration and proactive engagement, as seen in how he handled internal team dynamics and conflict. While he acknowledges a need for improvement in innovation and delivery, Mark's commitment to leaving a positive impact and enhancing team effectiveness aligns well with STC's STAR Leaders' philosophy. Overall, his focus on collaboration and resilience positions him as a capable leader in talent development.

**Competency 2.1: Coach**

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**Competency Definition**: Actively coaches and develops talent by fostering adaptability and preparing them to lead effectively in an ever-evolving environment.

**Highlights:** Mark demonstrates a proactive approach to coaching and developing talent within his teams, as evidenced by his leadership experiences across various roles. In telecommunications, he effectively stepped in to mentor a team member who was struggling with workplace relationships, emphasizing the empowerment of individuals by allowing them autonomy while still holding them accountable for deliverables. His ability to inspire and elevate others facilitated an environment where team members felt secure in their roles, leading to increased productivity. Mark believes in recognizing each individual's potential, guiding them to achieve results while providing the necessary support during challenging times.   
  
However, he acknowledges the need to strengthen his innovative thinking and adaptability in delivering successful outcomes, as these are critical in an ever-evolving professional landscape. Mark's willingness to reflect on his areas for growth signals a commitment to continuous improvement, which will further enhance his effectiveness in nurturing future leaders. By establishing a structured coaching framework that includes regular feedback and goal-setting sessions, Mark could amplify his positive impact as a developer of talent in the organization.

**Competency 2.2: Empower**

**Competency Definition**: Builds high-performing teams by cultivating trust, delegating authority, and creating an environment where team members take ownership, collaborate effectively, and maximize their potential.

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**Highlights:** Mark demonstrates a strong ability to build high-performing teams through his approach of cultivating trust and empowering team members. For instance, during his time in telecom, Mark recognized conflict within his team and proactively shifted the dynamics by taking on a staff member who was struggling. He provided them autonomy, stating he didn't want to dictate their actions but rather focused on results, which fostered a productive environment. Mark communicated the team's collective responsibility, ensuring that credit for successes was shared, which enhanced collaboration and motivation.  
  
While he effectively encourages ownership, he acknowledges a need to further develop his skills in innovative practices. Although he appreciates collaborative input, Mark sometimes finds it challenging to step back and allow team members to take the lead on novel solutions. He is aware that enhancing his ability to delegate will lead to even greater empowerment and trust within his team. By continuing to create a space where team members feel supported while taking ownership, Mark is likely to maximize their potential and drive higher performance group outcomes.

**Competency 2.3: Elevate**

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**Competency Definition**: Accelerates peak performance by setting high expectations, inspiring those around them, and enabling individuals and teams to achieve exceptional results through continuous support and constructive feedback.

**Highlights:** Mark consistently exemplifies a commitment to excellence by setting ambitious goals and inspiring those around him to achieve exceptional results. His experiences demonstrate a robust ability to recognize and elevate the strengths of his team members, as seen when he led a struggling employee and transformed her performance by providing trust and autonomy. By allowing her to work freely, he fostered a productive environment that resulted in significant permit approvals, showcasing his talent for enabling peak performance. Mark values open communication and embodies the role of a resilient steward, particularly when navigating challenges such as a poorly implemented database system in his telecom experience. He emphasized the importance of collective resilience, encouraging his team to maintain focus on their objectives despite setbacks. However, while Mark is adept at inspiring and enabling his team, he recognizes the need to further develop his skills in delivering results consistently and innovating solutions to complex problems. By enhancing these areas, Mark could more effectively support his team's performance and drive continuous improvement within his organization.

**STAR Domain 3: Agile Executor**

7.3

**Domain Definition**: STC's STAR Leaders deliver results by fostering accountability and tracking outcomes, adapt to change by navigating complexity with agility, and pioneer digital transformation by championing emerging technologies and innovative solutions. This domain score is an average of the three competency scores – scores for each competency below are on a scale of 1 to 10 (10 represents world-class performance).

**Domain Strengths and Weaknesses Summary:** Mark demonstrates strong performance in the domain of STC's STAR Leaders, particularly as an Agile Executor. He excels in delivering results through empowering and elevating his teams, effectively navigating complex challenges, and maintaining resilience in the face of adversity. Mark's keen awareness of the necessity for accountability and tracking outcomes enhances team performance. However, he recognizes the need to bolster his innovative mindset and strategic delivery, aiming to refine processes while ensuring timely outcomes. By focusing on these areas, Mark can further enhance his impactful contributions to fostering accountability and driving innovation.

**Competency 3.1: Deliver**

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**Competency Definition**: Creates a culture of accountability by aligning goals, clarifying key metrics, tracking outcomes, and maintaining a disciplined focus on achieving results that advance strategic priorities.

**Highlights:** Mark demonstrates a robust capability for fostering a culture of accountability, particularly through his structured approach to leadership and team management. During his tenure in telecom, he faced significant challenges with a flawed database system that impacted productivity. Rather than attributing blame, Mark inspired his team to push through the difficulties, emphasizing collective responsibility for outcomes. He adeptly communicated clear goals, ensured everyone understood their roles, and maintained an unwavering focus on delivering essential services despite technological setbacks.  
  
Moreover, Mark exhibits a disciplined approach to tracking project progress and outcomes. He is intentional in isolating metrics that inform effective decision-making, as illustrated by his reflective practice of reviewing personal effectiveness and areas for improvement. However, Mark recognizes the need to enhance his delivery focus—ensuring that simpler processes do not compromise the ultimate achievement of strategic goals. By aligning team accountability with broader organizational outcomes and continuing to build on his strengths, Mark positions himself as a leader capable of navigating complexities while driving results that advance strategic priorities.

**Competency 3.2: Adapt**

**Competency Definition**: Leads change effectively by embracing ambiguity, removing barriers to progress, and guiding teams to navigate complex challenges with agility and confidence.

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**Highlights:** Mark exemplifies a commendable capacity for leading change by effectively navigating ambiguity and enhancing team resilience. His experience in telecom illustrated this when a major database transition disrupted operations; Mark facilitated a supportive environment where team members could share frustrations and refocus on their primary goals. He encouraged a mindset that prioritized persistence over blame, reinforcing a collective commitment to deliver results despite technical challenges.   
  
Additionally, Mark’s approach to stakeholder engagement showcases his agility. By understanding the personal pressures faced by team members and external partners, he adeptly adapted communications to foster collaboration, ensuring that projects remained on track. Notably, his experience in conducting negotiations during high-tension scenarios, such as divorce law, reveals his skill in destigmatizing conflict and maintaining positivity amid challenges.  
  
However, while Mark's focus on immediate problem-solving shines, he recognizes the need to cultivate a broader perspective on systemic issues. By enhancing his proficiency in strategic innovation alongside his proven adaptability, Mark can further amplify his leadership efficacy in guiding teams through multifaceted changes.

**Competency 3.3: Pioneer**

**Competency Definition**: Drives digital transformation and industry leadership by understanding emerging technologies, championing their implementation, and prioritizing digital solutions to sustain a strong competitive edge.

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**Highlights:** Mark's career reflects a strong capacity for fostering collaborative environments while driving organizational and personal improvement through resilience and adaptability. Throughout his experience, particularly during his time in telecom and legal practices, he showcased an ability to innovate processes, such as enhancing the permit submission workflow and establishing a family law practice within a for-profit firm. Mark's commitment to empowering teams was evident when he transformed team dynamics by trusting an underperforming colleague, ultimately boosting productivity and team morale. He adeptly navigates through challenges, managing change effectively while keeping a focused outlook on achieving results, reinforcing his belief that resilience is characterized by the capacity to continue moving forward despite adversity. Mark recognizes the necessity of integrating effective data use while maintaining a qualitative understanding of metrics, ensuring that he not only drives performance but also cultivates a supportive and growth-oriented atmosphere. His aspirations to improve on innovation and delivery within digital transformation initiatives further highlight his commitment to leveraging emerging technologies in meaningful ways that align with organizational goals and enhance competitive positioning.

**STAR Domain 4: Resilient Steward**

8.0

**Domain Definition**: STC's STAR Leaders serve stakeholders with humility by embracing new perspectives, inspire others with optimism and integrity, and sustaining long-term success by embodying grit and resilience. This domain score is an average of the three competency scores – scores for each competency below are on a scale of 1 to 10 (10 represents world-class performance).

**Domain Strengths and Weaknesses Summary:** Mark demonstrates a strong commitment to resilience and humility, effectively fostering collaboration and trust within his teams. His capacity to embrace new perspectives, engage with stakeholders, and continually motivate others exemplifies key leadership traits. However, there is room for growth in his ability to consistently deliver outcomes, particularly in navigating challenges with clarity and determination. By honing this skill, Mark can further amplify his impact, continuing to inspire his team while ensuring sustainable success at STC. Overall, his performance reflects promising potential with a solid foundation for future development.

**Competency 4.1: Serve**

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**Competency Definition**: Embodies humility by setting aside ego, staying open to diverse ideas, and remaining flexible when faced with new perspectives.

**Highlights:** Mark exhibits a notable commitment to humility and flexibility throughout his leadership experiences. He demonstrates openness to diverse ideas, particularly in difficult situations, such as transitioning teams during substantial system changes. For example, when faced with a problematic database implementation in telecom, he focused on maintaining team morale rather than assigning blame. Mark emphasized the importance of recognizing human emotions, seeking collective resolve to overcome setbacks while promoting accountability within the team. His approach highlights an understanding that leadership is not solely about authority but also about empowering others by valuing their contributions.   
  
Additionally, Mark's acknowledgment of his limitations—expressed during his reflection on innovating and delivering results—reveals his willingness to grow and adapt. He understands the merit of fostering an environment conducive to collaboration and innovation, recognizing that success hinges on the collective efforts of the team rather than individual triumphs. While he excels in elevating team dynamics and inspiring others, he aims to improve in areas requiring more initiative in proposing solutions. This self-awareness positions Mark as a leader who embodies humility while continuously striving for enhancement in his leadership practices.

**Competency 4.2: Inspire**

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**Competency Definition**: Leads with optimism and integrity by fostering trust, living STC values, demonstrating a positive outlook, and setting an example that motivates others to overcome challenges with confidence and purpose.

**Highlights:** Mark demonstrates a strong commitment to fostering trust and integrity in his leadership approach. His ability to connect with his team, as evident in his compassionate and supportive management style, allows him to create an empowering atmosphere. For instance, when he took on a challenging situation involving an employee struggling with performance, Mark approached it with transparency. He highlighted the employee's strengths and emphasized a supportive structure where mistakes were seen as learning opportunities rather than failures. This not only boosted the team member’s confidence but also inspired others to elevate their performance collectively.  
  
Additionally, Mark's philosophical perspective on resilience significantly influences his leadership. During an arduous project in Siberia, he exemplified perseverance and determination, reinforcing to his team the importance of pushing through obstacles while maintaining a positive outlook. He articulated that true strength is about accepting challenges without letting frustration hinder progress. However, while his strengths lie in trust-building and resilience, he acknowledges the need to improve his ability to innovate and deliver effectively, understanding that these areas are essential for broader leadership impact. By fostering optimism and setting an example of commitment, Mark motivates his colleagues to overcome challenges with confidence and purpose.

**Competency 4.3: Sustain**

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**Competency Definition**: Demonstrates grit and resilience by persevering through challenges, maintaining focus on long-term goals, and encouraging others to stay committed in the face of adversity.

**Highlights:** Mark exemplifies grit and resilience, consistently demonstrating an ability to persevere through challenges while maintaining a focus on long-term goals. His experiences in unique environments, such as the remote tundra of Siberia, showcase his determination to achieve objectives despite adverse conditions. Mark recalls a time when he and his team were stranded in the wilderness, facing physical fatigue and the threat of mosquitoes. Rather than succumbing to despair, he pushed himself and his team to continue moving forward, highlighting the importance of a steadfast mindset in the face of difficulties.  
  
Moreover, Mark emphasizes the significance of inspiring others to remain committed even during setbacks. His leadership style is characterized by encouragement rather than criticism, believing that by reassuring team members of their value, they are more likely to rise to the occasion. He shares instances of fostering a supportive environment where mistakes are viewed as learning opportunities, ultimately enabling greater group resilience. While Mark excels in nurturing a resilient mindset within his team, he acknowledges an area for improvement in refining processes for delivering results, further amplifying his effectiveness as a leader.

**Recommendations**

**Strengths to Strengthen:**

* **Connect**: Mark demonstrates exceptional skill in fostering relationships with strategic stakeholders, enhancing collaboration and driving successful outcomes across the enterprise.
* **Elevate**: Mark demonstrates a remarkable ability to inspire others and elevate team performance by fostering an environment of trust and open communication.
* **Deliver**: Mark demonstrates a strong commitment to fostering accountability by effectively guiding his team through challenges while maintaining focus on strategic objectives.
* **Pioneer**: Mark demonstrates a keen ability to innovate by implementing effective processes that enhance team productivity and drive digital transformation.
* **Serve**: Mark demonstrates exceptional humility by actively listening to others, fostering collaboration, and adapting to diverse viewpoints and challenges.
* **Sustain**: Mark demonstrates exceptional grit and resilience by consistently navigating challenges while inspiring and empowering his teams to remain focused and committed.

**Opportunities for Improvement:**

* **Innovate**: Mark should focus on enhancing his innovative thinking by actively seeking diverse perspectives and solutions to drive strategic initiatives.
* **Simplify**: Mark should focus on developing innovative strategies that streamline processes, as this will enhance efficiency and stakeholder value.
* **Coach**: Mark demonstrates a strong ability to inspire and elevate his team, fostering an environment of adaptability and growth.
* **Empower**: Mark should focus on empowering team members through enhanced delegation and trust-building strategies to maximize their potential and ownership.
* **Adapt**: Mark demonstrates resilience and adaptability under pressure, which enables him to guide teams through complex challenges with confidence.
* **Inspire**: Mark should focus on enhancing his innovative thinking to inspire and empower his team while maintaining a positive outlook.

**Next Steps**

To build on Mark’s strengths and address his development areas, we recommend participation in a leadership training program focusing on innovation and effective delivery processes. Key next steps include establishing a mentorship relationship with senior leaders to refine his strategic execution skills, engaging in workshops that promote innovative thinking, and taking on projects that challenge him to adapt and deliver in dynamic situations. Additionally, Mark should set personal development goals aligned with the STC STAR competencies and regularly review progress with his manager. By taking these steps, Mark will be well-positioned to grow as a leader and make a meaningful impact on STC’s long-term success.