

**STAR Leadership**

***Behavioral Event Interview Report***

*Prepared for:* **[Full Name]**

*Assessor:* Assessor Name, *Organization*

**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**

background

**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**

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**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:** strategic partner

**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:** innovate

**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:** connect

**Competency 1.3: Simplify**

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

that maximize stakeholder value by aggressively reducing complexity

and bureaucracy.

**Highlights:** simplify

**STAR Domain 2: Talent Enabler**

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**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:** talent enabler

**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:** coach

**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:** empower

**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:** elevate

**STAR Domain 3: Agile Executor**

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**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:** agile executor

**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:** deliver

**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:** adapt

**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:** pioneer

**STAR Domain 4: Resilient Steward**

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**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:** resilient steward

**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:** serve

**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:** inspire

**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:** sustain

**Recommendations**

**Strengths to Strengthen:**

* **Innovate**: innovate
* **Connect**: connect
* **Simplify**: simplify
* **Coach**: coach
* **Empower**: empower
* **Elevate**: elevate
* **Deliver**: deliver
* **Adapt**: adapt
* **Pioneer**: pioneer
* **Serve**: serve
* **Inspire**: inspire
* **Sustain**: sustain

**Opportunities for Improvement:**

* **Innovate**: innovate
* **Connect**: connect
* **Simplify**: simplify
* **Coach**: coach
* **Empower**: empower
* **Elevate**: elevate
* **Deliver**: deliver
* **Adapt**: adapt
* **Pioneer**: pioneer
* **Serve**: serve
* **Inspire**: inspire
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**Next Steps**

Next steps