

AMPLIFON LEADERSHIP MODEL

STRATEGIC THINKING

Have a perspective on the bigger picture and develop long-term strategy, combining in-depth analysis and smart problem solving.

DRIVING SUCCESS

Position the organization for success by establishing challenging targets, acting with courage, boldness and energy to meet and exceed objectives.

OUTSTANDING EXECUTION

Translate vision into actions by ensuring resources are aligned with our business goals, without compromise on quality.

BUILDING RELATIONSHIPS

Forge trustful relationships with both internal and external stakeholders, understanding mutual needs to nurture long-standing partnerships.

PEOPLE CHAMPION

Promote a people oriented culture by investing the time and resources to advocate and engage – encouraging feedback and development at all levels of the organization.

PIONEERING CHANGE

Actively embrace change by going beyond the conventional, gathering insights into business challenges and creating the right environment for innovation to thrive.

Amplifon Leadership Model | STRATEGIC THINKING

	PROFESSIONALS	MANAGERS	LEADERS
Exceptional	<ul style="list-style-type: none"> Analyze problems with a critical approach identifying all the relevant elements involved in the situation they are facing and inserting them within a general picture Quickly identify the most important and urgent problems and implements high-quality, extensive and feasible solutions that are pertinent with the surrounding context Consider the current situation in perspective, compared to medium-long term objectives to get opportunities and issues in advance 	<ul style="list-style-type: none"> Adopt a critical approach to face issues, understanding the functional and key elements to achieve goals, as well setting priorities and establishing interconnections between the existing elements Quickly identify and prioritize the key issues; implement extensive, pertinent and accurate solutions that can both respond to the existing problems in an effective and efficient way and have endurance over time Sees ahead clearly, evaluate and implement alternative solutions considering the impact they might cause on the medium-long term processes in the company 	<ul style="list-style-type: none"> Adopt a critical approach to face and anticipate issues, comprehending complex and changing environments and understanding the functional and key elements to achieve goals Observe, seek and anticipate the industry context, the external trends and business drivers to generate innovative solutions being able to build on very few given elements Define a long-term vision analysing different scenarios and identify a clear strategic roadmap to success
Exceed Expectations	<ul style="list-style-type: none"> Deeply analyze problems identifying all the relevant elements involved in the situation they are facing to create the general picture Identify the most important and urgent problems and implement quality and feasible solutions that can handle the current issue and that fit with the surrounding context. Consider the possible scenarios in a medium-long term 	<ul style="list-style-type: none"> Adopt a critical approach to face issues within their area of expertise, understanding the functional and key elements, as well as interconnections, to achieve goals Quickly identify the key issues, applying pertinent, feasible and accurate solutions, considering medium-term impacts Evaluate and implement alternative solutions considering the impact they might cause on the medium term processes in the company 	<ul style="list-style-type: none"> Adopt a critical approach to face issues, connecting the dots in a fast-paced environment and understanding the functional and key elements to achieve goals Understand and anticipate problems, challenge assumptions and generate solutions according to the external trends Define a long-term vision looking at different scenarios of specific contexts and identify a clear strategic roadmap
Fully Meets Expectations	<ul style="list-style-type: none"> Analyze issues creating a general picture of the situation, identifying the most significant elements and understanding the evident interconnections between them Identify the most urgent and evident problems and execute solutions that can handle the current issue Consider the possible scenarios of specific contexts in a medium term 	<ul style="list-style-type: none"> Analyze issues in an accurate way within their area of expertise getting the full picture and defining the most urgent priorities React quickly to emergencies, applying pertinent and feasible solutions, both innovating and by searching for analogies in similar previous situations Implement initiatives considering the impact they might cause on the medium term processes in the company 	<ul style="list-style-type: none"> Analyse problems and situations going into depth and breath and connecting all the dots Understand and anticipate problems, challenge assumptions and generate solutions Define a long-term vision and identify a clear strategic roadmap
Need Improvements	<ul style="list-style-type: none"> Identify the key elements of an issue without creating a general picture of the situation, develop incomplete analysis, not totally functional to achieve goals Spend time on analysis with an inclination to problem solving, and execute solution on one single problem at a time Focus on current issues with a mid-short term vision 	<ul style="list-style-type: none"> Analyze issues but with a partial understanding of the situation, not totally functional to department targets Spend time on analysis with an inclination to problem solving, applying solutions that are not fully pertinent with the company context Implement initiatives without considering the impact they might cause on the medium term processes in the company 	<ul style="list-style-type: none"> Analyse problems and situations, without being able to connect the dots Understand problems, try to generate solutions often already experienced Focus on medium-term solutions, without considering the long-term impact on the function and a clear roadmap
Below Expectations	<ul style="list-style-type: none"> Have difficulty identifying the key elements of an issue developing incomplete analysis, not functional to achieve goals Spend more time on analysis than problem solving, delaying over finding a solution; approach one single problem at a time Focus on current issues, in a short-term way 	<ul style="list-style-type: none"> Approach issues in a sequential way and get lost in details, develop a partial understanding of the situation, not functional to department targets Spend more time on analysis than problem solving, delaying over finding a solution; implement solutions that are not pertinent with the company context Approach issues considering exclusively urgencies and a short-term period 	<ul style="list-style-type: none"> Approach issues in a sequential way, without being able to connect the dots Accept the status quo and prefer to propose solutions already experienced Focus on short/medium-term solutions, without considering the long-term impact on the function

Amplifon Leadership Model | DRIVING SUCCESS

	PROFESSIONALS	MANAGERS	LEADERS
Exceptional	<ul style="list-style-type: none"> Constantly perform individual objectives over time, challenging difficulties in order to overcome them Contribute in a proactive way in individual and team activities, suggesting ideas in order to promote improvements in the environment and keeping high level of accountability over time Make effective and prompt choices that are consistent with their role and the context they are acting in, assessing the possible risks of all their choices 	<ul style="list-style-type: none"> Constantly high perform individual and team objectives over time even under pressure Make a functional contribution, suggesting ideas that can promote improvements in their teams and their projects and take full responsibility for the targets set for their role and their teams Take effective decisions in a strategic perspective, considering the opportunities, risks and constraints they might cause to the business 	<ul style="list-style-type: none"> Resilient and persistent in delivering high quality results, leveraging at the best available resources Highly proactive and constantly take full responsibility, also for undesirable results Have a clear understanding of the impact the decision will make on the entire company, assuming calculated risks envisaging potential consequences
Exceed Expectations	<ul style="list-style-type: none"> Resolute to achieve the set goals, commit in the tasks the manager sets for them over time challenging difficulties in order to overcome them Contribute in a proactive way in individual and team activities within their area of expertise, suggesting ideas and promptly intervening when it is required by their role Take effective and prompt decisions that are consistent with their role feeling confident in assessing risks and consequences of most of their choices 	<ul style="list-style-type: none"> Constantly highly committed to achieve the goals set for their role and their teams Make a consistent and constant contribution, suggesting ideas that can promote improvements in their teams and their projects taking responsibility of the choices they take that are required by their role Take effective decisions in a strategic perspective, assessing the most relevant risks, opportunities and constraints of their choices 	<ul style="list-style-type: none"> Persistent in delivering high quality results and leveraging on the available resources Proactive and constantly take end to end responsibility Understand the impact their decisions will make on the entire company, assuming calculated risks
Fully Meets Expectations	<ul style="list-style-type: none"> Resolute to achieve the set goals, commit in the tasks the manager sets for them, carrying them out autonomously Contribute in a proactive way in the activities within their area of expertise and make a consistent and constant contribution when it is required by their role Take effective and prompt operational decisions related to the tasks they have been assigned, feeling confident in assessing risks and consequences of the different choices within predictable contexts 	<ul style="list-style-type: none"> Committed to achieve the goals set for their role and their teams, put up suitable actions to pursue them Make a consistent and constant contribution, suggesting ideas within their area of expertise and being proactive when their role require them to be, taking responsibility of the choices they take that are required by their role Take effective decisions in an operative perspective, assessing the most relevant risks of their choices 	<ul style="list-style-type: none"> Deliver high quality results, respecting deadlines and leveraging on the available resources Always demonstrate full accountability Take the right decisions for the business and people and assume calculated risks
Need Improvements	<ul style="list-style-type: none"> Have some difficulty committing in the tasks the manager sets for them and in carrying them out autonomously Contribute in activities they are involved in within their area of expertise, but carrying out actions in an executive way Take shallow decisions, underestimating the risks and the impacts of their choices 	<ul style="list-style-type: none"> Not constantly committed to achieve the goals set for their role Contribute in an executive way, taking few responsibility of their choices they take and that are required by their role Take shallow decisions, assessing some of the risk of their choices 	<ul style="list-style-type: none"> Deliver results respecting deadlines, but not always demonstrate full accountability Drive results without taking full responsibilities in managing available resources and deadlines Take decisions for the business and people without calculating the potential impacts on the company
Below Expectations	<ul style="list-style-type: none"> Have difficulty committing in the tasks the manager sets for them, implementing actions not in line with the final objective Provide no contribution in activities they are involved in, carrying out actions in an executive way and losing interest over time Take shallow decisions, not assessing the risks and impacts of their choices 	<ul style="list-style-type: none"> Easily lose focus not achieving meaningful results Not aware of their margin of discretion, carry out actions in an executive way, losing interest in performing tasks and not feeling accountable Take shallow decisions, not assessing the possible risks and impacts of their choices or letting others take risk and responsibility of decisions within their area of expertise 	<ul style="list-style-type: none"> Tend not to recognize their accountability for undesirable results Unable to firmly drive results by effectively managing resources and deadlines Assume decisions without envisaging potential impacts on the company and prefer acting in a comfortable context

Amplifon Leadership Model | OUTSTANDING EXECUTION

	PROFESSIONALS	MANAGERS	LEADERS
Exceptional	<ul style="list-style-type: none"> Implement a consistent action plan, forecasting activities in order to adjust their roadmap in case of unexpected events Plan activities according to a schedule, setting a list of the most urgent priorities and deadlines remaining flexible and open to changes and adjustments. Strive for perfect execution, constantly delivering an outstanding output that exceeds expectations for their role 	<ul style="list-style-type: none"> Develop consistent action plans with due regard for the company priorities, broader goals and available resources Constantly monitor activities in order to quickly adjust or redesign an effective action plan in case of unexpected events Strive for perfect execution, constantly delivering an outstanding and high-quality output that exceeds the expectations for their role also beyond their accountabilities 	<ul style="list-style-type: none"> Translate vision into actions by ensuring the right balance between efficacy, efficiency and speed Consistently and timely organize and plan own and team's activities, resources and time, setting clear priorities while remaining highly open to innovation and adjustments. Strive for perfect execution, monitor progress and adjust plans accordingly
Exceed Expectations	<ul style="list-style-type: none"> Implement a consistent action plan, monitoring activities in order to adjust their roadmap in case of unexpected events Plan activities according to a schedule, setting a very clear list of the most urgent priorities and deadlines Deliver an high-quality output that exceeds the expectations for their role 	<ul style="list-style-type: none"> Develop effective actions plans, setting a list of priorities, broader goals and available resources for the company Monitor activities in order to promptly define redesign actions to deal with unexpected events Deliver an high-quality output that exceeds the expectations for their role and accountabilities 	<ul style="list-style-type: none"> Transform strategy and ideas into concrete and clear action plans by ensuring the right balance between efficacy, efficiency and speed Timely organize and plan own and team's activities, resources and time, setting clear priorities and effectively managing unexpected events. Deliver a high-quality output, monitor progresses and adjust plans accordingly
Fully Meets Expectations	<ul style="list-style-type: none"> Implement an action plan, ready to adjust it in case of clear unexpected events Organize their own activities according to a schedule they define based on the most urgent priorities and deadlines Deliver a good output that meets the expectations for their role 	<ul style="list-style-type: none"> Develop simple but effective action plans, according to the main available resources, priorities, deadlines and assigned goals Monitor activities and adjust original plans to deal with unexpected events Deliver a good output that meets the expectations for their role and accountabilities 	<ul style="list-style-type: none"> Transform strategy and ideas into concrete and clear action plans leveraging on all available resources, setting priorities and respecting deadlines Organize and plan own and team's activities, resources and time, setting priorities Deliver a good output that meets expectations, monitor progresses and adjust plans accordingly
Need Improvements	<ul style="list-style-type: none"> Implement action plan, without being able to manage unexpected events Execute activities one by one, without prioritizing and checking deadlines Deliver a low-quality output that needs improvements for their role 	<ul style="list-style-type: none"> Develop simple but effective action plans, without prioritizing and sticking to deadlines Implement and plan activities, not taking into full consideration company priorities, goals and available resources Deliver a low-quality output that needs improvements for their role and accountabilities 	<ul style="list-style-type: none"> Transform tactics and ideas into action plans leveraging in a fickle way resources, priorities and deadlines Organize and plan team's activities, resources and time in a confused way, not setting priorities Deliver mediocre and improvable results not in line with their role and accountabilities
Below Expectations	<ul style="list-style-type: none"> Act with no due regard for the set deadlines and assigned goals Miss the deadlines, extemporizing and not checking the activities in progress Deliver a low-quality output that is below the expectations for their role 	<ul style="list-style-type: none"> Do not implement a clear action plan, extemporizing and not keeping track of the activities in progress Set and implement activities with no due regard for the company priorities, goals and available resources Deliver a low-quality output that is below the expectations for their role and accountabilities 	<ul style="list-style-type: none"> Do not set clear priorities and struggle to design an effective and efficient action plan Do not organize and plan team's activities, resources and time, not setting priorities Deliver results definitely not in line with their role and accountabilities

Amplifon Leadership Model | BUILDING RELATIONSHIP

	PROFESSIONALS	MANAGERS	LEADERS
Exceptional	<ul style="list-style-type: none"> Communicate in a clear and engaging way, actively listen to the stakeholders and tailor interaction and communication style according to their characteristics and the context Cooperate in a team, promoting the exchange of useful information in order to achieve team goals and gain information from their entire network in order to understand the context and solve problems Show deep awareness of their personal characteristics, collect and search for feedback to continuously improve 	<ul style="list-style-type: none"> Communicate in a clear and engaging way, tailoring their style according to the different stakeholder's, adopting a broader view and constantly practicing active listening Promote cooperation within a team, exchanging information according to a common strategy and priorities and encourage the team and their colleagues to productively express their opinions Have a very clear awareness of their personal characteristics, analyzing feedback and failures to learn from experiences 	<ul style="list-style-type: none"> Engage their audience in higher level conversations, embrace debate and reciprocal challenge encouraging the adoption of a broader view Forge trustful relationships with both internal and external stakeholders, nurturing long-standing strategic partnerships and fostering knowledge and findings sharing across the entire organization and the industry as a whole to build a common business strategy, while excellently managing divergent objectives and interests High level of self-awareness and feedback responsiveness, striving for continuous learning and improvement
Exceed Expectations	<ul style="list-style-type: none"> Communicate in a clear and engaging way, actively listen with due regard for the main characteristics of the stakeholders and the context Cooperate in a team, promoting the exchange of information according to the common goal and the existing roles and responsibilities Show awareness of strengths and areas of improvements, feel confident to succeed in challenges and keep collecting feedback 	<ul style="list-style-type: none"> Communicate in a clear and engaging way and actively listen to the stakeholders' points of view in order to gather different ideas with their area of expertise in order to achieve the goals set for their role Promote cooperation within the team, exchanging information to identify a common strategy of action and priorities and actively manage conflicts among stakeholders Show a good awareness of strengths and areas of improvements, analyze feedback and failures to learn from experiences 	<ul style="list-style-type: none"> Communicate in a clear and highly effective way while actively listening to other's expectations and points of view, promote collaboration and reciprocal challenge aiming at engaging all stakeholders Able to build trustful and effective long-term strategic relationships, fostering knowledge and findings sharing across the entire organization and the industry to forge a common business strategy, while effectively managing divergent objectives and interests High self-awareness and feedback responsiveness
Fully Meets Expectations	<ul style="list-style-type: none"> Communicate in a clear way, explaining their thoughts with due regard for the main characteristics of the stakeholders and the context Cooperate in a team, sharing information at their disposal to achieve common goals respecting existing team roles and responsibilities. Show awareness of their main strengths and areas of improvements and reflect on feedback 	<ul style="list-style-type: none"> Communicate in a clear way and attentive to listen to other stakeholders' points of view in order to gather different ideas within their area of expertise to achieve the goals set for their role In a team is willing to identify a common strategy of action, knowing the different needs according to the roles, responsibilities, goals and priorities and contribute to solve conflicts among stakeholders Show awareness of their main personal characteristics and reflect on feedback to improve 	<ul style="list-style-type: none"> Communicate in an effective way, actively listen to understand others' expectations and points of view and strive to promote collaboration with their team and across the organization as a whole to achieve business goals Able to build trustful and effective relationships, both within the internal and external network, to fruitfully exchange findings across the entire organization to forge a common business strategy Demonstrate self-awareness and feedback responsiveness
Need Improvements	<ul style="list-style-type: none"> Not effective communication and unable to actively listen to other's contributions Intermittent cooperation in team, sharing partially their information and not facilitating the common goals Show partial awareness of their main personal characteristics and have difficulties to accept and reflect on feedback 	<ul style="list-style-type: none"> Not effective communication and listening to other stakeholders' points of view, missing the opportunity to build on new ideas to achieve the goals set for their role Do not identify a common strategy of action for the team, approximately considering needs, responsibilities and goal priorities Show partial awareness of their main personal characteristics and have difficulties to accept and reflect on feedback 	<ul style="list-style-type: none"> Not effective communication and listening to other stakeholders' points of view, failing in creating collaboration with their team and across the organization Still build tactical relationships, with a main focus on internal networks to achieve business goals Partially demonstrate awareness about their main strengths and areas for improvements, missing the opportunity to learn from feedback
Below Expectations	<ul style="list-style-type: none"> Express their thoughts in a confusing and not-empathetic way, missing others' contributions In a team focus on their own goals, not considering the different roles, responsibilities and goals set for the team as a whole and interact exclusively with stakeholders related to their role Show no awareness of their main personal characteristics, tending to either under or over-estimating their ability to succeed 	<ul style="list-style-type: none"> Not clear in communicating, not-empathetic, not actively understand their stakeholders' points of view Do not identify a common strategy of action, not considering the different needs according to the different roles, responsibilities and goal priorities and do not have a conflict management attitude Show no awareness of their main personal characteristics and do not reflect on feedback 	<ul style="list-style-type: none"> Not clear in communicating, ego-referred, missing their stakeholders' points of view Build tactical relationships not always based on trust and win-win partnerships and not able to build effective internal and external networks to achieve business goals Not aware about their personal characteristics and struggle to learn from their failures

Amplifon Leadership Model | PEOPLE CHAMPION

	PROFESSIONALS	MANAGERS	LEADERS
Exceptional	<ul style="list-style-type: none"> Take the leadership with the peers, driving them towards a common goal and becoming an authoritative reference point Make the team confident to succeed in a project by coordinating appropriate resources and activities in order to reach a common goal Have a positive vision of the future and convey it to the others with enthusiasm, maximizing the opportunities they can get also in difficult projects 	<ul style="list-style-type: none"> Take personal responsibility and full accountability in leading the team, managing and organizing the work their team is responsible for Engage and drive the team members towards a common goal, making them confident to succeed and delegate responsibilities with due regard for each specific team member's skills Have a positive vision of the future and convey it to the others with enthusiasm, maximizing the opportunities they can get also in difficult projects 	<ul style="list-style-type: none"> Lead people through the process of identifying issues, shaping common understanding and framing strategic choices, cast a vision and teach their team how to apply strategy, establishing the roadmap for execution Motivate and engage the team by articulating vision and emphasising values. Support their team's efforts to abide company vision by providing coaching, feedback and being recognised as a role model Promote a people oriented culture in the company by investing time and resources to advocate for team empowerment and engagement, encouraging feedback and development at all levels of the organization
Exceed Expectations	<ul style="list-style-type: none"> Effectively exercise leadership skills, being recognized as reference point by the peers Assign and split tasks and resources among the team members, creating a feeling of success in order to reach a common goal Value the opportunities and benefits they can obtain and influence others in the same directions 	<ul style="list-style-type: none"> Take personal responsibility in the leadership of the team, becoming an authoritative reference point for the team members Coordinate and drive the team members towards a common goal, clearly explaining the tasks and the reasons why they need to be carried out and delegate responsibilities with attention to member's skills Increase the opportunities and benefits they can obtain and influence others in the same directions 	<ul style="list-style-type: none"> Cast a vision and teach their team how to apply strategy, mapping and planning to establish the roadmap for execution Engage and motivate the team encouraging dialogue and providing two-way constant feedback to develop their people Act as a coach, investing time in people development and empowerment at all level of the organization and recognizing achievements
Fully Meets Expectations	<ul style="list-style-type: none"> Effectively exercise leadership skills, becoming a recognized reference point for the peers Assign and split practical tasks among the team members communicate them clearly and coordinating the different activities Focus more on the benefits and opportunities they can obtain rather than the disadvantages 	<ul style="list-style-type: none"> Take personal responsibility in the leadership of the team, becoming a reference point for the team members, although not fully authoritative Coordinate activities and resources, clearly explain the tasks and the reasons why they need to be carried out Focus more on the benefits and opportunities they can obtain rather than the disadvantages 	<ul style="list-style-type: none"> Cast a vision and teach their team how to apply the strategy and plan the relevant action plan Encourage dialogue to foster a collaborative environment Promote constant feedback, coaching, and transparent recognition of achievements to foster team development and empowerment
Need Improvements	<ul style="list-style-type: none"> Take sometimes personal responsibility in the leadership of the peers, but without being able to be fully influential Do not take enough initiative to coordinate daily activities, confusingly communicate and coordinate the different tasks and initiatives when working with their peers Focus more on the disadvantages rather than the benefits and opportunities they can obtain 	<ul style="list-style-type: none"> Take sometimes personal responsibility in the leadership of the team, being not fully influential for the team members Do not take enough initiative to coordinate activities and resources, not clearly delegating and explaining task Focus more on the existing constraints and difficulties rather than benefits and opportunities 	<ul style="list-style-type: none"> Engage their team, but tend to centralize all the decisions and do not clearly plan the relevant action plan Provide feedback to their team, mainly focusing on areas of improvements Not effective as a coach and occasionally recognize their team
Below Expectations	<ul style="list-style-type: none"> Do not take personal responsibility and not able to influence and drive their peers Do not take initiative to coordinate activities and resources and delegate responsibilities mainly for operative tasks within the team Focus more on the disadvantages rather than the benefits and opportunities they can obtain, spreading pessimism among the peers 	<ul style="list-style-type: none"> Do not take on team leadership responsibilities, tend to centralize all the decisions for the team, providing orders with no discussion In difficult situations quit guiding and managing their resources and delegate responsibilities mainly for operative task Focus more on the existing constraints and difficulties rather than benefits and opportunities, skeptical to succeed in a project 	<ul style="list-style-type: none"> Not able to keep a high level of engagement of their team and tend to centralize all the decisions and do micromanagement Do not provide constant feedback to develop their team Not used to coach and recognize their team

Amplifon Leadership Model | PIONEERING CHANGE

	PROFESSIONALS	MANAGERS	LEADERS
Exceptional	<ul style="list-style-type: none"> Inquisitive and open to change, understand the importance and actively search for new experiences and opportunities to exchange ideas with different stakeholders within new environments Open approach to discussion, assess different solutions to approach the same problem and consider multiple alternatives, ready to change their point of view integrating different inputs from other people Quickly adapt to new contexts and welcome change. Keep control in new and unpredictable complex situations and when facing team or personal failure, identify adaptive strategies to face overcome obstacles 	<ul style="list-style-type: none"> Inquisitive and open to change, understand the importance and actively search for new experiences and opportunities. Exchange ideas with different stakeholders within new environments, promote and develop innovative inputs proposed by others Open approach to discussion, assess different solutions to face the same problem and consider multiple alternatives. Able to operate without previous schemes as a guide to analyze a situation or to use a different assessment criteria to examine data Constantly strive for new contexts, welcome change and promote it among the others, keep control in new and unpredictable complex situations and when facing team or personal failure identify adaptive strategies to let them and their people overcome obstacles 	<ul style="list-style-type: none"> Inquisitive and open to change, understand the importance and actively search for new opportunities, experiences and networks in the industry to exchange ideas and learn from different stakeholders within new environments, promote and develop innovative inputs proposed by others Constantly show a growth mindset, stimulate new approaches and never stop looking for and adopting new methods and multiple alternatives. Guide integrating different inputs from other people Constantly strive for new contexts, welcome change and promote and spread it across the organization, keep control in new and unpredictable complex situations and when facing team or personal failure identify adaptive strategies to let them and their people overcome obstacles
Exceed Expectations	<ul style="list-style-type: none"> Open to change and actively search for new experiences and opportunities with different stakeholders and easily adapt in new contexts Open approach to discussion, analyze a problem from different perspectives, ready to change their point of view when facing clear signals Quickly adapt to new contexts. Able to contribute to design and implementation of adaptive strategies to face and overcome obstacles 	<ul style="list-style-type: none"> Easily adapt in new contexts, open to change and actively search for new experiences and opportunities with different stakeholders. Contribute to develop and test innovative ideas and inputs Open approach to discussion, able to introduce new elements and consider multiple alternatives and change their original point of view according to the external context Quickly adapt to new contexts, welcome change and promote it among the others. Find adequate strategies and a structured method to deal with obstacles and unexpected situation 	<ul style="list-style-type: none"> Easy adapt in new contexts, open to change actively search for new opportunities, experiences and networks within the organization with different stakeholders. Contribute to develop, test and promote innovative inputs Show a consistent growth mindset, open approach to discussion able to introduce new elements and consider multiple alternatives. Change their original point of view according to the external context Quickly adapt to new contexts, welcome change and promote and spread it among the organization, keep control in new and unpredictable complex situations
Fully Meets Expectations	<ul style="list-style-type: none"> Welcome opportunities to exchange ideas with different stakeholders and easily adapt in new contexts Analyze a problem from different perspectives, consider action plans that differ from their traditional schemes and adjust their point of view when facing clear signals In new and complex situations do not lose the ability to analyze the situation and attempt to find adequate strategies to deal with obstacles 	<ul style="list-style-type: none"> Easily adapt in new contexts, welcome opportunities to exchange ideas with different stakeholders and contribute to develop and test innovative inputs proposed by others Able to introduce new elements when analyzing data and change their original point of view according to the external context In new and complex situations do not lose the ability to analyze the situation attempting to find adequate strategies and a structured method to deal with obstacles and unexpected situation and to reach the set goals 	<ul style="list-style-type: none"> Easily adapt in new contexts, welcome opportunities to exchange ideas inter-functionally within the organization with different stakeholders and contribute to develop and test innovative inputs proposed by others Adequate growth mindset to the context, able to introduce new elements to adjust their methods and change their original point of view according to the external context In new and complex situations do not lose the ability to analyze the situation and enable also others to reach the set goals together, attempting to find adequate strategies to deal with obstacles and unexpected situation
Need Improvements	<ul style="list-style-type: none"> Interested in exploring and learning from new environments, but still have difficulties adapting in changing contexts Keep adopting the same approach to face an issue and have difficulties to fully consider methods and opinions that differ from their traditional schemes In new and complex situations lose the ability to analyze and focus on the objective, implementing actions that do not fit with the context 	<ul style="list-style-type: none"> Difficulties to easily adapt in new contexts, diffident to test and develop innovative inputs proposed by others Keep adopting the same approach to face an issue and have difficulties to change their original point of view and to adopt methods that differ from their traditional schemes In new and complex situation lose the ability to analyze and focus on the objective, failing to find adequate strategies and spreading their stress among others 	<ul style="list-style-type: none"> Difficulties to easily adapt in new contexts, diffident to test and develop innovative inputs and approaches proposed by others, exchange ideas limited to their area of expertise Fixed mindset, keep adopting the same approach to face issues and have difficulties to change their point of view and to listen to others inputs and to adopt methods that differ from their traditional schemes In new and complex situations lose the ability to analyze the situation and to enable others to reach the set goals together, as well as to find adequate strategies fitting with the context.
Below Expectations	<ul style="list-style-type: none"> Not interested in exploring and learning from new environments and in difficulty when the context changes Keep adopting the same approach to face an issue even when needs have changed and do not consider methods and opinions that differ from their traditional schemes In stressful situations lose the ability to focus on the objective, acting in a way that does not fit with the external context 	<ul style="list-style-type: none"> Difficulties to adapt to a changing contexts and to adopt a critical approach to new environments, missing opportunities to catch innovative ideas from different stakeholders Keep adopting the same approach to face an issue even when needs have changed and have difficulties embracing and adopting methods and processes that differ from their traditional schemes In stressful situations lose the ability to focus on the objective, acting in a way that does not fit with the external context and spread their stress among others 	<ul style="list-style-type: none"> Difficulties adapting in changing contexts and uncritical approach to new environments, retreating from opportunities to catch innovative ideas from different stakeholders Fixed mindset keep adopting the same approach to face an issue even when needs have changed and have difficulties embracing and choosing methods and processes that differ from their traditional schemes In stressful situations lose the ability to focus on the objective, acting in a way that does not fit with the external context and spread their stress among others