

## Competencies

### Customer Focus

Is dedicated to meeting the expectations and requirements of internal and external customers; gets first-hand customer information and uses it for improvements in products and services; acts with customers in mind; establishes and maintains effective relationships with customers and gains their trust.

### Strategic Agility

Sees ahead clearly; can anticipate future consequences and trends accurately; has broad knowledge and perspective; is future oriented; can articulately paint credible pictures and visions of possibilities and likelihoods; can create competitive and breakthrough strategies and plans.

### Managing Relationships

Can quickly find common ground and solve problems for the good of all; can represent their own interests and yet be fair to other groups; can solve problems with peers; is seen as a team player and is cooperative; easily gains trust and support of peers; encourages collaboration; can be candid with peers; responds and relates well to bosses; would work harder for a good boss; is open to learning from bosses who are good coaches and who provide latitude; likes to learn from those who have been there before; easy to challenge and develop; is comfortably coached.

### Learning on the Fly

Learns quickly when facing new problems; a relentless and versatile learner; open to change; analyzes both successes and failures for clues to improvement; experiments and will try anything to find solutions; enjoys the challenge of unfamiliar tasks; quickly grasps the essence and the underlying structure of anything.

### Managing Through Systems

Can design practices, processes, and procedures which allow managing from a distance; is comfortable letting things manage themselves without intervening; can make things work through others without being there; can impact people and results remotely.

### Dealing with Ambiguity

Can effectively cope with change; can shift gears comfortably; can decide and act without having the total picture; isn't upset when things are in the air; doesn't have to finish things before moving on; can comfortably handle risk and uncertainty.

### Managing Vision & Purpose

Communicates a compelling and inspired vision or sense of core purpose; talks beyond today; talks about possibilities; is optimistic; creates milestones and symbols to rally support behind the vision; makes the vision shareable by everyone; can inspire and motivate entire units or organizations.

## **Competencies *continued***

### **Innovation Management & Creativity**

Is good at bringing the creative ideas of others to market; has good judgment about which creative ideas and suggestions will work; has a sense about managing the creative process of others; can facilitate effective brainstorming; can project how potential ideas may play out; comes up with a lot of new and unique ideas; easily makes connections among previously unrelated notions; tends to be seen as original and value-added in brainstorming sessions.

### **Motivating Others**

Creates a climate in which people want to do their best; can motivate many kinds of direct reports and team or project members; can assess each person's hot button and use it to get the best out of them; pushes tasks and decisions down; empowers others; invites input from each person and shares ownership and visibility; makes each individual feel their work is important; is someone people like working for and with.

### **Perspective**

Looks toward the broadest possible view of an issue/challenge; has broad-ranging personal and business interests and pursuits; can easily pose future scenarios; can think globally; can discuss multiple aspects and impacts of issues and project them into the future.

### **Drive for Results**

Can be counted on to exceed goals successfully; is constantly and consistently one of the top performers; very bottom-line orientated; steadfastly pushes self and others for results.