

Demonstrates Self-Awareness:

Using a combination of feedback and reflection to gain productive insight into personal strengths and weaknesses.

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| <ul style="list-style-type: none"> • Doesn't reflect on past mistakes • Acts defensively when given feedback • Is unaware of own skills and interpersonal impact • Makes excuses and blames others | <ul style="list-style-type: none"> • Reflects on activities and impact on others • Proactively seeks feedback without being defensive • Is open to criticism and talking about shortcomings • Admits mistakes and gains insights from experiences • Knows strengths, weaknesses, opportunities and limits | <ul style="list-style-type: none"> • Seeks and acts on feedback from a wide variety of people • Willingly admits and takes responsibility for mistakes and shortcomings • Views criticism as helpful • Can articulate the causes behind own feelings and moods |
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Develops Talent:

Developing people to meet both their career goals and the organization's goals.

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| <ul style="list-style-type: none"> • Doesn't take time to work on development of others • Is a check-the-box developer; goes with the easiest option to fulfill talent development obligations • Has difficulty identifying developmental moves or assignments | <ul style="list-style-type: none"> • Places a high priority on developing others • Develops others through coaching, feedback, exposure, and stretch assignments • Aligns employee career development goals with organizational objectives | <ul style="list-style-type: none"> • Views talent development as an organizational imperative • Consistently uses multiple methods to develop others • Readily articulates the value and benefits of stretch assignments to others |
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Balances Stakeholders:

Anticipating and balancing the needs of multiple stakeholders.

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| <ul style="list-style-type: none"> • Focuses on meeting current expectations and needs of a limited number of stakeholders • Considers some stakeholders' interests more strongly than others • Allows conflicting demands to unfairly influence actions | <ul style="list-style-type: none"> • Understands internal and external stakeholder requirements, expectations and needs • Balances the interests of multiple stakeholders • Considers cultural and ethical factors in the decision-making process • Acts fairly despite conflicting demands of stakeholders | <ul style="list-style-type: none"> • Maintains frequent interactions with a broad stakeholder network • Takes a proactive approach to shape and influence stakeholder expectations • Serves as a liaison between different stakeholder groups • Effectively aligns the interests of multiple, diverse stakeholders |
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Being Resilient:

Rebounding from setbacks and adversity when facing difficult situations.

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| <ul style="list-style-type: none"> • Gets easily rattled in high-pressure situations • Exhibits low energy and motivation during times of stress and worry • Acts defensively when faced with criticism and roadblocks • Takes too long to recover from setbacks | <ul style="list-style-type: none"> • Is confident under pressure • Handles and manages crises effectively • Maintains a positive attitude despite adversity • Bounces back from setbacks • Grows from hardships and negative experiences | <ul style="list-style-type: none"> • Stays focused and composed in stressful situations • Takes constructive action to navigate difficulties or obstacles • Is viewed as a source of confidence in high-stress situations |
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Drives Engagement:

Creating a climate where people are motivated to do their best to help the organization achieve its objectives.

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| <ul style="list-style-type: none"> • Has little insight into what motivates others • Doesn't give people enough flexibility and autonomy • Does little to create enthusiasm • Is unwilling to share ownership and give up control of assignments | <ul style="list-style-type: none"> • Structures the work so it aligns with people's goals and motivators • Empowers others • Makes each person feel his/her contributions are important • Invites input and shares ownership and visibility • Shows a clear connection between people's motivators and organizational goals | <ul style="list-style-type: none"> • Creates a positive and motivating work environment that appeals to all types of employees • Understands what motivates different types of people and can react accordingly • Understands how to tie the future goals of the organization with people's motivators |
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Directs Work:

Providing direction, delegation, and removing obstacles to get work done.

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| <ul style="list-style-type: none"> • Provides incomplete, vague or disorganized instructions • Delegates work to people without giving them sufficient guidance • Sets goals and objectives so easy to achieve that people are demotivated in the process • Saves high-profile or interesting tasks for self | <ul style="list-style-type: none"> • Provides clear direction and accountabilities • Delegates and distributes assignments and decision-making appropriately • Provides appropriate guidance and direction based on people's capabilities • Monitors progress and intervenes as needed to remove obstacles | <ul style="list-style-type: none"> • Delegates work in a way that is empowering and engaging • Proactively identifies obstacles and actively works to eliminate them • Sets challenging yet achievable goals and monitors progress against those goals • Uses delegation as a way to develop talent |
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Manages Innovation and Change:

Creating and implementing new and better ways for the team/department/organization to be successful.

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| <ul style="list-style-type: none"> • Stays within comfort zone rather than experimenting with new ways of looking at things • Prefers ideas that are traditional, like current state • Tends to be critical of others' original ideas • Has a style that discourages the creative initiatives of others • Is challenged to communicate the "why" of change efforts • Forces change on others rather than gaining their buy-in | <ul style="list-style-type: none"> • Understands how to make change happen effectively • Orchestrates change activities through the effective use of skills and people • Has good judgment about which creative ideas and suggestions will work • Gathers input from stakeholders before making decisions | <ul style="list-style-type: none"> • Moves beyond traditional ways of doing things; pushes past the status quo • Finds and champions the best creative ideas and actively moves them to implementation • Builds excitement in others to try new and different things • Articulates a compelling view of the future state |
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Builds Effective Teams:

Building strong-identity teams that apply their diverse skills and perspectives to achieve common goals.

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| <ul style="list-style-type: none"> • Doesn't create a common mindset or challenge • Fails to recognize that morale, recognition and belongingness are integral ingredients of effective teams • Prioritizes and rewards individual efforts rather than team achievements • Doesn't shape and distribute assignments in a way that encourages teamwork | <ul style="list-style-type: none"> • Forms teams with appropriate and diverse mix of styles, skills, and perspectives • Establishes common objectives and a shared mindset • Creates a feeling of belonging and strong team morale • Shares wins and rewards team efforts • Fosters open dialogue and collaboration among the team | <ul style="list-style-type: none"> • Defines success in terms of the whole team • Recognizes that leveraging each team member's unique background and perspective is critical to achieving team goals • Rallies others behind common team goals • Places team goals ahead of own goals |
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