

COMPETENCY MODEL GUIDE

The purpose of this document is to learn more about the competencies in our model. To use this document, simply click on each competency to learn more about the definition, key actions, and development guides. You may also click on the three icons in the top right corner to jump to the section you would like to explore.



EMPLOYEE: An individual contributor.



PEOPLE LEADER: Anyone that has one or more direct reports who are individual contributors.



LEADER OF LEADERS: Anyone who supervises other leaders.

PRINTABLE BROCHURE

YOUR DEVELOPMENT JOURNEY





EMPLOYEE COMPETENCIES

Leading

ADAPTING

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Maintaining effectiveness when experiencing major changes in work responsibilities or environment (e.g., people, processes, structure or culture); adjusting effectively to change by exploring the benefits, trying new approaches and collaborating with others to make the change successful.

Key Actions:

- **Tries to understand changes**—Actively seeks information (from coworkers, leaders, customers, competition, technologies and regulations) to understand the rationale and implications for changes.
- **Approaches change with a positive mindset**—Treats new situations as opportunities for learning or growth; actively seeks to identify and communicate the benefits of changes; collaborates with others to implement changes.
- **Adjusts behavior**—Quickly modifies daily behavior and tries new approaches to deal effectively with changes; does not persist with ineffective methods; leverages available resources to ease transition.

COMMUNICATING EFFECTIVELY

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Conveying information and ideas clearly and concisely to individuals or groups in an engaging manner that helps them understand and retain the message; listening actively to others.

Key Actions:

- **Organizes the communication**—Explains the reason for the communication and its importance (including impact on the individual, team and organization); stresses major points clearly and succinctly; follows a logical sequence.
- **Maintains attention**—Keeps others engaged through the use of analogies, illustrations, humor, vivid words, body language and voice inflection.
- **Adjusts to the listener**—Frames message to align with others' experience, background and expectations; uses terms, examples and analogies that are meaningful to others; translates technical terms when communicating with those who don't have a technical background.
- **Ensures understanding**—Checks others' understanding of information communicated; presents messages in multiple ways to enhance comprehension.
- **Listens actively**—Seeks others' input and attends to their communication; asks clarifying questions and summarizes what others have communicated to check own understanding; correctly interprets messages and responds appropriately.
- **Conveys a professional presence**—Creates a positive impression that commands attention and respect through appropriate body language, demeanor and attire; demonstrates self-confidence; uses correct grammar.



Assimilating and applying new job-related information in a timely manner.

Key Actions:

- **Actively participates in learning activities**—Takes part in needed learning activities in a way that makes the most of the learning experience (e.g., takes notes, asks questions, does required tasks).
- **Quickly gains knowledge, understanding or skill**—Readily absorbs and comprehends new information and develops skills from formal and informal learning experiences.
- **Applies knowledge or skill**—Puts new knowledge, understanding or skill to practical use on the job; furthers learning through practice and ongoing feedback.



Living The Culture

SERVING OTHERS

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Establishing and sustaining trusting relationships by accurately perceiving and interpreting own and others' emotions and behavior; leveraging insights to effectively manage own responses so that one's behavior matches one's values and delivers intended results.

Key Actions:

- **Builds self-awareness**—Demonstrates an understanding of own emotional triggers, strengths and development needs as well as the impact of own behavior on others.
- **Maintains self-control**—Modifies behavior based on self-awareness to improve impact and build relationships.
- **Maintains or enhances self-esteem (to build social bonds)**—Helps others feel respected and appreciated by sincerely and specifically acknowledging their ideas, contributions and achievements; offers positive feedback; focuses on facts and intentions to maintain another's self-esteem when things don't go well.
- **Listens and responds with empathy**—Demonstrates an understanding of the other person's situation by acknowledging both the facts and the feelings (positive or negative) he or she is expressing.
- **Asks for help and encourages involvement (to enhance collaboration)**—Asks for others' opinions and ideas to gain their commitment and encourage responsibility; unleashes ideas through questioning.
- **Shares thoughts, feelings and rationale (to build trust)**—Appropriately and honestly discloses feelings and insights to build trust; ensures own ideas supplement, not replace, others' ideas; shares the “why” behind decisions, ideas or changes.
- **Provides support without removing responsibility (to build ownership)**—Offers help while building the other person's sense of task ownership; resists taking over; boosts confidence that the other person can successfully complete the task.
- **Facilitates discussions**—Conducts productive and efficient discussions by clarifying the situation, discussing and developing ideas, and agreeing on next steps (i.e., uses the interaction guidelines: open, clarify, develop, agree, and close).



Using appropriate interpersonal styles to establish effective relationships with customers and internal partners; interacting with others in a way that promotes openness and trust and gives them confidence in one's intentions.

Key Actions:

- **Establishes relationships**—Connects easily with new people; puts others at ease and gains personal acceptance.
- **Helps others have personal win**—Recognizes and supports others' personal stake in business objectives; helps promote others' agendas that are consistent with the sales objectives; acts as a collaborative partner.
- **Reinforces others' self-worth**—Treats people with dignity, respect and fairness; sincerely compliments others' contributions; redirects the discussion when others' esteem is threatened; shows empathy and understanding in response to stated concerns; avoids minimizing or ignoring others' feelings; offers assurances about issues of concern.
- **Shows can be trusted**—Demonstrates openness in dealing with others; shares personal agenda; acts in a manner consistent with organizational, social and moral values; ensures that words and actions are consistent; keeps commitments to agreed-upon actions.

Working effectively with individuals of different cultures, interpersonal styles, abilities, motivations or backgrounds; seeks out and uses unique abilities, insights, and ideas from individuals from all walks of life.

Key Actions:

- **Seeks understanding**—Establishes relationships with people from other cultures and backgrounds to learn more about them.
- **Conveys respect**—Uses language and behavior that consistently reflect and enhance the dignity of our customers, partners, and employees; takes actions that show consideration for cultural concerns and expectations; continually examines own biases and behaviors to avoid stereotypical responses.
- **Uses insight from all corners**—Seeks out and uses ideas, opinions and insights from different sources and individuals.



Thinking & Decision-Making

BUILDING BUSINESS KNOWLEDGE

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Having achieved a satisfactory level of technical, functional and/or professional skill or knowledge in position-related areas; keeping up with current developments and trends in areas of expertise; leveraging expert knowledge to accomplish results.

Key Actions:

- **Understands technical terminology and developments**—Comprehends and is able to explain technical terminology and recent advances in the field.
- **Knows how to apply a technical skill or procedure**—Appropriately uses one's technical knowledge and skills to complete tasks effectively and efficiently.
- **Knows when to apply a technical skill or procedure**—Chooses the correct situation and timing to apply technical knowledge and skills.
- **Performs complex tasks in area of expertise**—Leverages one's technical expertise to take advantage of new opportunities, solve difficult work problems and accomplish challenging goals.

MAKING CONTINUOUS IMPROVEMENTS

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Originating action to improve existing conditions and processes; identifying improvement opportunities, generating ideas and implementing solutions.

Key Actions:

- **Identifies opportunities**—Reviews processes to determine any gaps between current outputs and expected requirements.
- **Determines causes**—Identifies conditions that contribute to gaps or key variances; explores relationships between conditions and outcomes; distinguishes causes from symptoms and identifies primary causes.
- **Targets improvement ideas**—Generates ideas for solutions; analyzes the potential effect or impact of each solution; selects appropriate solutions.
- **Implements improvements**—Tests solutions; gathers feedback on effectiveness; reviews impact on baseline measures; modifies solutions as appropriate to ensure effectiveness.



Meeting and exceeding internal or external customer expectations while cultivating relationships that secure commitment and trust.

Key Actions:

- **Enhances the customer's self-esteem**—Demonstrates value and respect for customer by giving the customer full attention and emphasizing the importance of customer satisfaction.
- **Clarifies the customer situation**—Asks questions to determine the customer's needs; listens carefully; shares information and rationale about the situation; summarizes to check understanding.
- **Involves the customer**—Asks for the customer's opinions and ideas and listens actively to gain their support when clarifying expectations, agreeing on a solution and checking for satisfaction.
- **Takes the "HEAT"**—Handles dissatisfied customers by Hearing the customer out, Empathizing with the customer's situation and associated feelings, apologizing (without accepting blame), and taking responsibility for action.
- **Meets or exceeds needs**—Acts promptly in routine situations; agrees on a clear course of action in nonroutine situations; takes opportunities to exceed expectations without making unrealistic commitments.
- **Confirms satisfaction**—Asks questions to check for customer satisfaction; commits to follow-through, if appropriate; thanks customer.



Producing Results

INFLUENCING OTHERS

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Using effective involvement and persuasion strategies to gain acceptance of ideas and commitment to actions that support specific work outcomes.

Key Actions:

- **Clarifies the situation**—Uses open-ended questions to explore current issues, identify important decision-makers and understand others' goals, perspectives and concerns; summarizes to ensure mutual understanding.
- **Shares own perspective to build trust**—Emphasizes the importance of reaching agreement and the benefits of involving others; discloses own goals, feelings, experiences and insights at the appropriate time to encourage open discussion and build confidence in one's intentions.
- **Builds a compelling case**—Clearly communicates the benefits of accepting the idea (for the individual, team and organization); tailors the persuasion strategy to engage individuals emotionally and rationally; leverages supporting evidence to address anticipated objections; summarizes benefits to ensure understanding.
- **Involves others in exploring solutions**—Asks for others' ideas and builds on their ideas to reach a mutually agreeable solution; seeks and respects alternative approaches and conflicting viewpoints to identify points of agreement.
- **Empathizes with others' concerns**—Listens carefully when others express positive or negative emotions; identifies the facts and emotions expressed to help others feel understood, overcome resistance and build relationships.
- **Steers commitment to action**—Gauges the other person's readiness to commit to action; checks for common understanding of next steps, responsibilities, time frames and tracking methods; offers time, support and resources.

DELIVERING HIGH QUALITY RESULTS

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Setting high standards of performance for self; assuming responsibility and accountability for successfully completing assignments or tasks; self-imposing standards of excellence rather than having standards imposed.

Key Actions:

- **Sets standards for excellence**—Establishes criteria and/or work procedures to achieve a high level of quality, productivity or service.
- **Ensures high quality**—Dedicates required time and energy to assignments or tasks to ensure that no aspect of the work is neglected; works to overcome obstacles to completing tasks or assignments.
- **Takes responsibility**—Accepts responsibility for outcomes (positive or negative) of one's work; admits mistakes and refocuses efforts when appropriate.
- **Encourages others to take responsibility**—Provides encouragement and support to others in accepting responsibility; does not accept others' denial of responsibility without questioning.



Working cooperatively with others to help a team or workgroup achieve its goals.

Key Actions:

- **Contributes to goal accomplishment**—Makes suggestions, volunteers assistance, offers resources or removes obstacles to help the group achieve its goals.
- **Asks for help and encourages involvement**—Leverages others' skills and gains their support by asking for their ideas, opinions and participation when solving problems, making decisions and carrying out plans.
- **Informs others on team**—Shares important or relevant information and rationale with others; summarizes to check understanding.
- **Models commitment**—Adheres to the work group's expectations and guidelines; fulfills team or workgroup responsibilities; demonstrates personal commitment to group goals.





PEOPLE LEADER COMPETENCIES

Leading

FACILITATING CHANGE

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Encouraging others to implement better approaches to address problems and opportunities; leading the implementation and acceptance of change within the workplace.

Key Actions:

- **Communicates what is changing and why**—Explains the business need for change and the anticipated benefits; emphasizes the impact of change on performance expectations and individual, team and organizational results.
- **Addresses resistance**—Asks questions to uncover others' opinions and feelings about change; responds with empathy to those who experience loss or fear as a result of change by acknowledging both the situation and the emotions they express.
- **Involves others to develop a sound approach**—Seeks and uses others' ideas when implementing changes to increase collaboration, leverage their expertise and ensure commitment to a successful implementation.
- **Provides implementation support**—Clarifies direction, specifies next incremental steps and offers resources while holding others responsible for implementing change; confirms how to track progress and measure the impact of the change.
- **Rewards change**—Recognizes and rewards associates who make contributions and take specific actions that support change; communicates confidence in others' ability to make successful changes.

COMMUNICATING WITH IMPACT

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Clearly and succinctly conveying information and ideas to individuals and groups in a variety of situations; communicating in a focused and compelling way that drives others' thoughts and actions.

Key Actions:

- **Delivers clear messages**—Conveys messages logically, succinctly and at the right pace; does not digress; is in command of the message.
- **Communicates with impact**—Focuses communications to have a positive effect on others; uses forceful and compelling language and tone to stimulate others' thinking and actions; uses analogies, illustrations or colorful expressions to create mental images; uses visual aids when appropriate to enhance the impact of the content.
- **Uses language appropriately**—Uses correct grammar and punctuation; uses a format and terminology appropriate to the topic and audience.
- **Ensures understanding**—Checks the audience's understanding; presents messages in different ways to enhance their understanding.
- **Conveys a professional presence**—Exhibits a presence that commands attention and respect; demonstrates an air of self-confidence; uses correct grammar.



Actively identifying new areas for learning; regularly creating and taking advantage of learning opportunities; using newly gained knowledge and skill on the job and learning through their application.

Key Actions:

- **Targets learning needs**—Seeks and uses feedback and other sources of information to identify appropriate areas for learning.
- **Seeks learning opportunities**—Identifies and participates in appropriate learning activities (e.g., courses, reading, self-study, coaching, experiential learning) that help fulfill learning needs.
- **Maximizes learning**—Actively participates in learning activities in a way that makes the most of the learning experience (e.g., takes notes, asks questions, critically analyzes information, keeps on-the-job application in mind, does required tasks).
- **Applies knowledge or skill**—Puts new knowledge, understanding or skill to practical use on the job; furthers learning through practice and ongoing feedback.
- **Takes risks in learning**—Puts self in unfamiliar or uncomfortable situations in order to learn; asks questions at the risk of appearing foolish; takes on challenging or unfamiliar assignments.



Living The Culture

SERVING OTHERS

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Establishing and sustaining trusting relationships by accurately perceiving and interpreting own and others' emotions and behavior; leveraging insights to effectively manage own responses so that one's behavior matches one's values and delivers intended results.

Key Actions:

- **Builds self-awareness**—Demonstrates an understanding of own emotional triggers, strengths and development needs as well as the impact of own behavior on others.
- **Maintains self-control**—Modifies behavior based on self-awareness to improve impact and build relationships.
- **Maintains or enhances self-esteem (to build social bonds)**—Helps others feel respected and appreciated by sincerely and specifically acknowledging their ideas, contributions and achievements; offers positive feedback; focuses on facts and intentions to maintain another's self-esteem when things don't go well.
- **Listens and responds with empathy**—Demonstrates an understanding of the other person's situation by acknowledging both the facts and the feelings (positive or negative) he or she is expressing.
- **Asks for help and encourages involvement (to enhance collaboration)**—Asks for others' opinions and ideas to gain their commitment and encourage responsibility; unleashes ideas through questioning.
- **Shares thoughts, feelings, and rationale (to build trust)**—Appropriately and honestly discloses feelings and insights to build trust; ensures own ideas supplement, not replace, others' ideas; shares the "why" behind decisions, ideas or changes.
- **Provides support without removing responsibility (to build ownership)**—Offers help while building the other person's sense of task ownership; resists taking over; boosts confidence that the other person can successfully complete the task.
- **Facilitates discussions**—Conducts productive and efficient discussions by clarifying the situation, discussing and developing ideas and agreeing on next steps (i.e., uses the interaction guidelines: open, clarify, develop, agree, and close).



Fostering a work environment that encourages people to act with integrity and treat each other and their ideas with respect; creating and protecting a high-trust environment by setting an example, advocating for others in the face of challenges, removing barriers to trust and rewarding others for demonstrating behaviors that cultivate trust.

Key Actions:

- **Demonstrates personal integrity**—Sets an example for others by being honest, keeping commitments and behaving consistently; keeps sensitive information confidential; adheres to moral, ethical and professional standards, regulations and organizational policies.
- **Encourages disclosure**—Shares feelings, intentions, rationale and experiences so that others understand personal positions and feel comfortable doing the same; admits mistakes; creates a safe environment for disclosure by asking for others' thoughts and feelings, empathizing with their concerns and rewarding them for sharing; confronts negative reactions to others' disclosures that jeopardize open communication.
- **Facilitates an open exchange of ideas**—Listens and objectively considers others' ideas and perspectives while encouraging others to do the same; rewards others for contributing ideas and building on others' ideas; confronts negative reactions to others' ideas that jeopardize this open exchange.
- **Advocates for others**—Communicates confidence in others' ability to succeed; gives proper credit for others' contributions; stands up for deserving others and their ideas even in the face of resistance or challenge; treats people with dignity, respect, and fairness.

CREATING AN INCLUSIVE ENVIRONMENT

Making decisions and initiating actions to ensure that business unit policies and practices leverage the capabilities and insights of individuals with different backgrounds, cultures, styles, abilities and motivations.

Key Actions:

- **Seeks understanding**—Gathers information to learn more about people from other cultures and backgrounds (e.g., their special issues, social norms, decision-making approaches, and preferences).
- **Uses insight from all corners** —Seeks out and uses ideas, opinions and insights from different sources and individuals; optimizes effectiveness by aligning individuals' unique talents and abilities with the most relevant activities or responsibilities.
- **Conveys respect**—Uses language and behavior that consistently reflect and enhance the dignity of our customers, partners, and employees; takes actions that show consideration for cultural concerns and expectations; continually examines own biases and behaviors to avoid stereotypical responses.
- **Embraces everyone** —Advocates for the value of unique perspectives and background; takes action to increase multicultural representation in the workplace (e.g., by recruiting and developing people with varied backgrounds and from different cultures); confronts racist, sexist or inappropriate behavior; challenges exclusionary organizational practices.



Thinking & Decision-Making

BUILDING BUSINESS ACUMEN

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Using one's knowledge of economic, financial, market and industry trends to understand and improve individual, workgroup and/or organizational results; using one's understanding of major business functions, industry trends and own organization's position to contribute to effective business strategies and/or tactics.

Key Actions:

- **Analyzes**—Uses economic, financial, market and industry information to identify trends, assess current business strategies and results and/or evaluate specific business opportunities; identifies trends and anticipates their impact.
- **Integrates**—Integrates economic, financial, market and industry data from multiple sources to identify critical issues; articulates the implications of trends for own department or team as well as the broader organization.
- **Understands business functions**—Understands the nature and interdependencies of organization functions and supporting processes (R&D, marketing, finance, operations, etc.).
- **Understands the industry**—Understands the industry in which the organization operates (trends, customers, competition, market share, etc.).
- **Leverages own understanding**—Uses understanding of business functions, the industry and own organization's performance to maximize results, limit risk and effectively contribute to own department, team and/or broader organization results.



Identifying and understanding problems and opportunities by gathering, analyzing and interpreting quantitative and qualitative information; choosing the best course of action by establishing clear decision criteria, generating and evaluating alternatives and making timely decisions; taking action that is consistent with available facts and constraints and optimizes probable consequences.

Key Actions:

- **Identifies problems and opportunities**—Recognizes problems and opportunities and determines whether action is needed.
- **Gathers information**—Recognizes the need for and collects information to better understand problems and opportunities.
- **Interprets information**—Integrates information from a variety of sources to detect trends, associations, and cause-effect relationships.
- **Generates alternatives**—Creates relevant options for addressing problems and opportunities that will achieve desired outcomes.
- **Evaluates alternatives and risks**—Assesses options against clear decision criteria while considering implications and consequences.
- **Chooses an effective option**—Selects the most viable option from a set of alternatives.
- **Commits to action**—Implements decisions or initiates action with appropriate urgency.
- **Considers others' perspectives**—Involves others throughout the decision-making process to obtain better information, generate alternatives and ensure buy-in to the resulting decisions; builds consensus when appropriate.

Ensuring that the internal or external customer's perspective is a driving force behind strategic priorities, business decisions, organizational processes and individual activities; crafting and implementing service practices that meet customers' and own organization's needs; promoting and operationalizing customer service as a value.

Key Actions:

- **Seeks to understand customers**—Actively gathers and leverages information to understand current and emerging customer business priorities, problems, expectations and needs; seeks customer feedback and suggestions for improving products and services.
- **Identifies customer service issues**—Identifies barriers that impact customer service and retention.
- **Drives customer-focused practices**—Uses understanding of customer needs to institute processes, procedures, partnerships, performance expectations and training that will improve customer satisfaction and prevent service issues from occurring.
- **Assures customer satisfaction**—Sets priorities and makes decisions that consider customer impact; measures customer satisfaction and retention to ensure that customer solutions, practices and procedures are carried out and achieve their objectives.



Producing Results

INFLUENCING FOR ORGANIZATIONAL

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Using effective involvement and persuasion strategies to gain acceptance of ideas and commitment to actions that support specific work outcomes.

Key Actions:

- **Clarifies the situation**—Uses open-ended questions to explore current issues, identify important decision-makers and understand others' goals, perspectives and concerns; summarizes to ensure mutual understanding.
- **Shares own perspective to build trust**—Emphasizes the importance of reaching agreement and the benefits of involving others; discloses own goals, feelings, experiences and insights at the appropriate time to encourage open discussion and build confidence in one's intentions.
- **Builds a compelling case**—Clearly communicates the benefits of accepting the idea (for the individual, team and organization); tailors the persuasion strategy to engage individuals emotionally and rationally; leverages supporting evidence to address anticipated objections; summarizes benefits to ensure understanding.
- **Involves others in exploring solutions**—Asks for others' ideas and builds on their ideas to reach a mutually agreeable solution; seeks and respects alternative approaches and conflicting viewpoints to identify points of agreement.
- **Empathizes with others' concerns**—Listens carefully when others express positive or negative emotions; identifies the facts and emotions expressed to help others feel understood, overcome resistance and build relationships.
- **Steers commitment to action**—Gauges the other person's readiness to commit to action; checks for common understanding of next steps, responsibilities, time frames and tracking methods; offers time, support and resources.

EXECUTING THROUGH OTHERS

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Ensuring others contribute to organization strategies by focusing them on the most critical priorities, measuring progress and ensuring accountability against those metrics.

Key Actions:

- **Maintains focus**—Identifies and emphasizes critical priorities to ensure time (team and own) and energy are aligned with important organization goals despite daily distractions.
- **Measures progress and outcome**—Identifies objective, actionable and quantifiable progress and outcome measures; tracks and broadcasts progress and accomplishments.
- **Ensures accountability**—Assigns priorities and reinforces individual responsibility for each progress measure; communicates the consequences for meeting or not meeting expectations; identifies measures that are on track and those that are most at risk; addresses skill gaps.



Engaging an individual in developing and committing to an action plan that targets specific behaviors, skills or knowledge needed to ensure performance improvement or prepare for success in new responsibilities.

Key Actions:

- **Aligns expectations for the discussion**—Opens the coaching session by describing the purpose and importance of the discussion; checks for understanding.
- **Defines the performance challenge**—Explains and clarifies the need for improvement or preparation required for a new opportunity; articulates the impact on the individual, team and organization; shares specific examples and relevant data.
- **Maintains motivation**—Acknowledges the individual's value, progress and contributions without minimizing the performance challenges; empathizes with individual concerns while emphasizing accountability for agreed-upon actions.
- **Engages and involves**—Asks questions to further clarify the issues and their causes; collaboratively develops a plan by seeking and building upon the other person's ideas; balances seeking and telling.
- **Offers support**—Provides assistance (directly or through others) by sharing suggestions for improvement, best practices, development resources, positive models or opportunities for experimentation; expresses confidence in the person's desire and ability to perform effectively.
- **Gains agreement**—Emphasizes the anticipated positive impact of planned actions on the individual, team and organization; confirms the individual's commitment and buy-in to addressing the performance challenges.
- **Establishes action plan**—Summarizes the specific actions the individual will take; assigns clear accountability, timeline, progress measures and follow-up date; monitors progress and results; reinforces and redirects activities.





LEADER OF LEADERS COMPETENCIES

Leading

LEADING CHANGE

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Driving organizational and cultural changes needed to achieve strategic objectives; catalyzing new approaches to improve results by transforming organizational culture, systems or products/services; helping others overcome resistance to change.

Key Actions:

- **Identifies change opportunities**—Proactively recognizes a need and takes accountability for implementing an improvement and/or change; looks for opportunities to mobilize others to implement new solutions.
- **Catalyzes change**—Creates momentum by taking immediate action and encouraging others to take action to improve organizational culture, processes or products/services; offers resources and direction to support implementation; breaks down cultural and operational barriers to change; recognizes and rewards those who contribute to change efforts.
- **Facilitates transition**—Strives to understand differences in reactions to change; helps others to overcome resistance to change by explaining the benefits and demonstrating sensitivity to fears or other negative emotions; engages others' commitment by seeking and using their ideas to plan the implementation.

COMMUNICATING COMPELLINGLY

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Clearly and succinctly conveying information and ideas to individuals and groups; communicating in a focused and compelling way that captures and holds others' attention.

Key Actions:

- **Delivers clear messages**—Conveys messages logically, simply, succinctly and at the right pace; does not digress; is in command of the message.
- **Communicates with impact**—Captures and holds audience attention; uses forceful and compelling language and tone to stimulate others' thinking and actions; uses vivid analogies and illustrations to create mental images; uses visual aids when appropriate to enhance the impact of the message.
- **Uses language appropriately**—Uses correct grammar and punctuation; uses a format and terminology appropriate to the topic and audience.
- **Ensures understanding**—Checks audience understanding; presents messages in different ways to enhance their understanding.



Actively pursuing development experiences to improve interpersonal and business impact.

Key Actions:

- **Pursues learning activities**—Seeks a variety of formal and informal developmental experiences to enhance knowledge, skills and behaviors; proactively makes time for these key experiences.
- **Takes risks in learning**—Sets challenging development goals to close skill gaps; is willing to make mistakes in order to learn; takes on new assignments that provide a stretch outside own comfort zone.
- **Applies learning to new challenges**—Puts new knowledge, skills and behavior to practical use on the job; transfers new insights from one setting to another; modifies behavior based on feedback and knowledge of impact on others.



Living The Culture

SERVING OTHERS

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Establishing and sustaining trusting relationships by accurately perceiving and interpreting own and others' emotions and behavior; leveraging insights to effectively manage own responses so that one's behavior matches one's values and delivers intended results.

Key Actions:

- **Builds self-awareness**—Demonstrates an understanding of own emotional triggers, strengths and development needs as well as the impact of own behavior on others.
- **Maintains self-control**—Modifies behavior based on self-awareness to improve impact and build relationships.
- **Maintains or enhances self-esteem (to build social bonds)**—Helps others feel respected and appreciated by sincerely and specifically acknowledging their ideas, contributions and achievements; offers positive feedback; focuses on facts and intentions to maintain another's self-esteem when things don't go well.
- **Listens and responds with empathy**—Demonstrates an understanding of the other person's situation by acknowledging both the facts and the feelings (positive or negative) he or she is expressing.
- **Asks for help and encourages involvement (to enhance collaboration)**—Asks for others' opinions and ideas to gain their commitment and encourage responsibility; unleashes ideas through questioning.
- **Shares thoughts, feelings and rationale (to build trust)**—Appropriately and honestly discloses feelings and insights to build trust; ensures own ideas supplement, not replace, others' ideas; shares the “why” behind decisions, ideas or changes.
- **Provides support without removing responsibility (to build ownership)**—Offers help while building the other person's sense of task ownership; resists taking over; boosts confidence that the other person can successfully complete the task.
- **Facilitates discussions**—Conducts productive and efficient discussions by clarifying the situation, discussing and developing ideas and agreeing on next steps (i.e., uses the interaction guidelines: open, clarify, develop, agree, and close).



Gaining other people's trust by demonstrating openness and honesty, behaving consistently and acting in accordance with moral, ethical, professional and organizational guidelines.

Key Actions:

- **Openly discloses**—Shares information about oneself with others, acknowledging strengths as well as vulnerabilities; declares firm principles, values, motives and intentions; represents information accurately and completely.
- **Stays true to self**—Acts in accordance with one's own values, standards and beliefs even when under pressure; ensures that words and actions are consistent across situations.
- **Acts with integrity**—Adheres to moral, ethical and professional standards, regulations and organizational policies; keeps commitments to promised actions.

OPTIMIZING DIVERSITY**Development Guide | Back to model**

Establishing and supporting organizational systems, policies, and practices that reduce barriers and leverage the capabilities and insights of individuals from different backgrounds, cultures, styles, abilities, and motivations.

Key Actions:

- **Explores current resources**—Gathers information to uncover the needs, perspectives, and talents of employees from different backgrounds.
- **Uses insight from all corners**—Sets up outreach systems and processes that seek ideas, opinions and insights from multiple sources and individuals; optimizes effectiveness by aligning individuals' unique talents, interests and abilities with the most relevant roles and responsibilities.
- **Embraces everyone**—Advocates for the value of unique perspectives and backgrounds as a competitive advantage; initiates recruiting and development processes to increase multicultural representation in the workplace; confronts racist, sexist or inappropriate behavior by others; prohibits exclusionary organizational practices.



Thinking & Decision-Making

BUILDING ORGANIZATIONAL ACUMEN

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Using one's knowledge of economic, financial, market and industry trends to understand and improve individual, workgroup and/or organizational results; using one's understanding of major business functions, industry trends and own organization's position to contribute to effective business strategies and/or tactics. Utilizing financial data to diagnose business strengths and weaknesses and identify the implications for potential strategies; keeping a financial perspective in the forefront when making strategic decisions.

Key Actions:

- **Analyzes**—Uses economic, financial, market and industry information to identify trends, assess current business strategies and results and/or evaluate specific business opportunities; identifies trends and anticipates their impact.
- **Integrates**—Integrates economic, financial, market and industry data from multiple sources to identify critical issues; articulates the implications of trends for own department or team as well as the broader organization.
- **Understands business functions**—Understands the nature and interdependencies of organization functions and supporting processes (R&D, marketing, finance, operations, etc.).
- **Understands the industry**—Understands the industry in which the organization operates (trends, customers, competition, market share, etc.).
- **Leverages own understanding**—Uses understanding of business functions, the industry and own organization's performance to maximize results, limit risk and effectively contribute to own department, team and/or broader organization results.
- **Analyzes**—Recognizes and assesses key indicators of financial health (e.g., liquidity, profitability and productivity ratios); identifies trends from financial data; identifies and investigates gaps in financial information.
- **Integrates**—Organizes financial data from multiple sources to identify critical business issues underlying financial trends; articulates the implications of financial trends for own business unit and the broader organization; uses financial data to guide strategic and operational decision making.



Securing and comparing information from multiple sources to identify business issues; committing to an action after weighing alternative solutions against important decision criteria.

Key Actions:

- **Gathers information**—Recognizes the need for additional information and asks questions to obtain it.
- **Makes connections**—Examines qualitative and quantitative data to identify operational problems, trends and underlying issues and to understand possible cause-effect relationships.
- **Determines the best alternative**—Generates options for action to address an issue or opportunity; develops decision criteria that prioritize potential business outcomes, customer needs, available resources, technological advances and organizational values; selects the best course of action.
- **Demonstrates decisiveness/action**—Makes timely decisions; takes action to pursue an opportunity, address an issue or prevent a problem.
- **Considers others' perspectives**—Involves others in the decision-making process as needed to obtain information, generate alternatives, make the best decision and ensure buy-in; builds consensus when appropriate.

PRIORITIZING CUSTOMER NEEDS

Placing a high priority on the internal or external customer's perspective when making decisions and taking action; implementing service practices that meet the customers' and own organization's needs.

Key Actions:

- **Seeks to understand customers**—Actively gathers information to understand customer circumstances, problems, expectations and needs.
- **Recognizes customer service issues**—Identifies barriers that impact customer service and retention; communicates concerns and recommendations to others.
- **Implements customer-focused practices**—Uses understanding of customer needs and the organization's customer service practices to set priorities, make decisions and take actions that create customer satisfaction and prevent service issues from occurring.
- **Checks for customer satisfaction**—Follows up to ensure intended actions are accomplished and results are achieved; checks for customer satisfaction and seeks suggestions for improvement.



Producing Results

INFLUENCING STRATEGICALLY

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Creating and executing influence strategies that gain commitment to one's ideas and persuade key stakeholders to take action that will advance shared interests and business goals.

Key Actions:

- **Develops influence strategy**—Devises an influence approach that favorably positions one's ideas and own agenda while focusing on the shared goals of key decision-makers; prepares an influence strategy that leverages supporting factors and breaks through barriers; adjusts influence strategy based on stakeholder reactions and perspectives.
- **Ensures mutual understanding**—Uses open-ended questions to explore issues and clarify others' perspectives and goals; shares information to clarify the situation; discloses own goals, insights and the rationale behind decisions, ideas or changes.
- **Makes a compelling case**—Presents logical rationale and recommendations in a manner that clearly links them to critical organizational, group and individual priorities.
- **Gains commitment**—Leverages shared goals to convince others to take action; seeks ideas; asks for agreement to next steps.
- **Demonstrates interpersonal diplomacy**—Builds trust during the influence process by demonstrating sensitivity to others' needs, maintaining self-esteem, showing empathy and offering support.

DRIVING EXECUTION

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Translating strategic priorities into operational reality; aligning communication, accountabilities, resource capabilities, internal processes and ongoing measurement systems to ensure that strategic priorities yield measurable and sustainable results.

Key Actions:

- **Translates initiatives into actions**—Determines action steps and milestones required to implement a specific business initiative; adjusts activities or timelines as circumstances warrant.
- **Communicates to engage others**—Establishes two-way communication channels to convey business strategies and plans; engages people by helping them understand the reasons behind organizational initiatives and the value of assigned responsibilities for the individual, team and organization.
- **Creates accountability**—Ensures that those responsible for implementing a strategic initiative have role clarity and accountability for required actions and outputs as well as the direction and authority to act in a way consistent with organizational values.
- **Ensures skills and readiness**—Identifies and develops human resource capabilities to drive specific strategies (may include training or acquisition of needed skills and knowledge).
- **Aligns systems and process**—Identifies and aligns systems and processes (e.g., compensation, decision making, resource allocation, performance management) to support implementation of specific strategies.
- **Measures progress**—Establishes criteria and systems (including lead and lag measures) to track ongoing progress toward goals; follows up on assigned responsibilities.



Providing feedback, instruction and development guidance to help others excel in their current or future job responsibilities; planning and supporting the development of individual skills and abilities.

Key Actions:

- **Clarifies performance**—Seeks information and opinions about an individual's current performance as well as long-term development needs.
- **Provides timely feedback**—Gives timely, specific and appropriate feedback about performance, development needs and development progress; reinforces efforts and progress.
- **Conveys performance expectations and implications**—Communicates high expectations; links performance improvement and skill development to relevant personal and business goals; checks for understanding of and commitment to performance and development goals as well as follow-up activities.
- **Evaluates misalignment**—Diagnoses gaps in knowledge, experience, skills and behavior that underlie current and future performance; continually modifies evaluation based on new information.
- **Facilitates development**—Leverages environmental supports and removes development barriers; advocates for individual to higher levels of management to create development opportunities; provides guidance and positive models; seeks suggestions for improving performance; collaboratively creates development plans that include activities targeted to specific goals.
- **Fosters developmental relationships**—Helps people feel valued and included in coaching and development discussions by expressing confidence in their ability to excel, maintaining their self-esteem, empathizing and disclosing own position.

