Working together as the “Standard Profil Family”, we identified a set of observable and quantifiable knowledge, skill and attitude, which plays a key role in the performance of our company and employees.
As a result of 25 workshops with the 161 participants overall, “Standard Profil Competency Dictionary” is created. For further contribution, surveys are conducted with the employees of all SP Group companies to receive their feedbacks and suggestions.

We would like to express our gratitude to all employees whose contributions added value to the project.
OUR CORE COMPETENCIES AND COMPETENCY FAMILIES
WHICH COMPETENCY FAMILY AM I IN?

TOP MANAGEMENT
Vice Presidents

STRATEGIC LEADER
CEO-2
Directors, Plant GMs

OPERATIONAL LEADER
CEO-3
Managers

PRACTICAL OPERATIONAL LEADER
CEO-4
Team Leaders, Area Responsibles, Coordinators

TEAM LEADER
Employees below CEO-4 level in charge of teams of white and/or blue collar employees: e.g. responsible, specialist, or engineer.

SPECIALIST
Senior specialists, specialists, responsible, engineers, assistants, assistant specialists, etc. who have no subordinates reporting directly to them.

TEAM MEMBER
Employees who work in positions tasked with continuously or periodically conducting activities that comprise the core operations of a specific function of the company.

ADMINISTRATIVE SUPPORT
Personnel such as drivers, janitors, etc. who provide administrative and logistical support to individuals, projects, divisions and teams in order to ensure smooth and efficient operation of company functions.
We continue to set up the principles of Standard Profil Group starting from early 2014. In the environment of tough competition, we need to move on and grow our capacity to strengthen our presence in the market through the priorities like sustainable development processes, communication and standardization. So, our main focus has to be our most valuable resource: “our people”.

In December 2014, we’ve started “Competency Modelling” project as a consequence of this focus. The project is completed with the participation of sample groups representing all Standard Profil Group companies and its job families. The workshops are organized both in Istanbul and Logrono in 25 sessions with 161 SP members. The results are shared via surveys with all SP Group members for a final review. In conclusion of all this efforts, we managed to create our Competency Library as of April 2015. I would like to thank you all for your contribution on this challenge.

Thanks to this project, we have created a common language, special to us, in line with the values of SP Group. These standards will improve our abilities of objective performance assessment and career management. The common language we’ve created together, will help the teams conduct same kind of analyzes and work with standardized systems. This will not only to facilitate our internal communication, but also to accelerate our processes.

Our modelling includes 41 competency; 5 of which are related to our core values and the rest 36 to the job/role competencies. All the competencies are defined separately according to the job family. I highly recommend you to carefully read this booklet created uniquely for SP Group with involvement of you all. This library will support us to further improve our competencies. On the other hand, it will highlight our way towards our corporate and individual destinations. We are a big global family; we’re learning and growing together, prospering by our differences, flourishing with our values and getting stronger and stronger with team spirit. We shall continue to progress and achieve our common targets.

Best Regards,

Dear Colleagues,

Turhan Semizer / CEO
Continuous seeking (or encouraging others to seek) opportunities for different and innovative approaches to addressing organizational problems and opportunities.

- **Recognizes Opportunities**: Actively seeks alternative solutions; recognizes problems as opportunities for process improvement.
- **Values Sound Approaches**: Consistently remains open to ideas offered by others; recommends and uses good ideas from sources outside the immediate environment to solve problems.
- **Encourages Boundary Breaking**: Encourages individuals to question established work processes or assumptions and to ask why regularly; encourages others to seek alternative solutions.
- **Addresses Change Resistance**: Helps individuals overcome resistance to change (even when the future is unclear); shows empathy with those who feel loss or fear as a result of change.
- **Drives for Improvement**: Strives for continuous improvement in process and business results; sets and encourages others to set continually higher goals; strives to achieve a best practice approach.
TEAM DEVELOPMENT

Using appropriate methods and interpersonal styles to develop, motivate, and guide a team toward successful outcomes and attainment of business objectives.

• **BUILDS TEAM** - Evaluates resource needs and recruits, attracts, selects, and retains talented individuals; works to develop teams both locally and across organizational boundaries.

• **ESTABLISHES TEAM EXPECTATIONS** - Works collaboratively with colleagues and team members to establish performance expectations necessary to achieve objectives.

• **CLARIFIES ROLES, RESPONSIBILITIES, AND OBJECTIVES** - Works with and involves team members in clarifying the team roles and responsibilities necessary for success.

• **ENCOURAGES TEAM** - Looks for and capitalizes on opportunities to motivate, celebrate, and reward successful team performance.

• **MONITORS TEAM PERFORMANCE** - Stays close to team performance; helps to keep the team on track; facilitates adjustments when necessary.

• **PROVIDES TEAM SUPPORT** - Offers the team own personal time; helps in overcoming barriers; provides ongoing feedback and appropriate guidance.
HIGH IMPACT COMMUNICATION

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.

• **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** - 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 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.

CULTIVATING NETWORKS

Initiating and maintaining strategic relationships with stakeholders inside and outside the organization (e.g., customers, peers, cross-functional partners, external vendors, and alliance partners) to advance business goals.

• **IDENTIFIES PARTNERSHIP OPPORTUNITIES** - Scans the internal and external environment to identify the relationships that should be initiated or improved to achieve business goals.

• **REACHES OUT** - Initiates collaborative relationships with key stakeholders; cultivates a network of those with the knowledge and influence to advance business goals.

• **SUPPORTS PARTNERS** - Offers valuable information and resources to business partners; works together with partners to create win/win outcomes.
COACHING AND DEVELOPING OTHERS

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

• **CLARIFIES PERFORMANCE** - Seeks information and opinions about an individual’s current performance as well as longer-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 SKILL GAPS** - Diagnoses gaps in knowledge, experience, skills, and behavior that underlie current and future performance; continually modifies evaluation based on new information.

• **PROVIDES SUPPORT** - Offers personal time; provides appropriate amount of guidance, instruction, positive models, and opportunities for observation to help others develop skills; provides ongoing feedback.

• **SHOWS EMPATHY** - Listens and responds to the affect and content of concerns.

• **CHAMPIONS POSITIVE RESULTS** - Looks for opportunities to celebrate the accomplishments of individuals.
CUSTOMER ORIENTATION
Ensuring that the customer perspective is a driving force behind business decisions and activities; crafting and implementing service practices that meet customers’ and own organization’s needs.

- **SEeks TO UNdERSTAND CUSTOMER** - Actively seeks information to understand customer circumstances, problems, expectations, and needs.
- **IDENTIFIES CUSTOMER SERVICE ISSUES** - Identifies breakdowns in internal processes and systems that directly impact customer service and retention; expresses concerns to others.
- **CReATES CUSTOMER-FOCUSED PRACTICES** - Uses understanding of customer needs to institute systems, processes, and procedures to ensure customer satisfaction and to prevent service issues from occurring; promotes customer service as a value.
- **ASSURES CUSTOMER SATISFACTION** - Makes sure that customer solutions, practices, and procedures are carried out and achieve their objectives.

PASSION FOR RESULTS
Driving high standards for individual, team, and organizational accomplishment; tenaciously working to meet or exceed challenging goals; deriving satisfaction from goal achievement and continuous improvement.

- **CReATES PERFORMANCE TENSION** - Identifies gaps between current reality and expected business results; sets challenging goals and high performance standards for self and others; initiates action and moves others toward envisioned outcomes.
- **PERSISTS TO COMPLETION** - Corral energy day-to-day to maintain momentum and a sense of urgency toward desired results; continually focuses others on performance gaps; works relentlessly to overcome obstacles; is dissatisfied until results have been achieved.
ESTABLISHING STRATEGIC DIRECTION

Establishing and committing to a long-range course of action to accomplish a long-range goal or vision after analyzing factual information and assumptions; taking into consideration resources, constraints, and organizational values.

• **GATHERS INFORMATION** • Identifies/Recognizes the need for additional information and obtains it by clearly describing what needs to be known and the means to obtain it; asks relevant and specific questions to verify facts and obtain additional information.

• **ORGANIZES INFORMATION** • Organizes qualitative information and data to identify/explain trends, problems, and their causes; compares, contrasts, and combines information to identify underlying issues; sees associations between seemingly independent problems or events to recognize trends, problems, and possible cause-effect relationships.

• **PERFORMS DATA ANALYSIS** • Organizes and manipulates quantitative data to identify/explain trends and problems and their causes.

• **EVALUATES/SELECTIONS STRATEGIES** • Generates options to achieve a long-range goal or vision; develops decision criteria considering relevant factors (e.g., cost, benefits, risks, timing, buy-in, and organizational goals and values) and the decision’s impact on employees, the organization, and customers; considers the opportunities and risks associated with various options; selects the course of action with the highest probability of success.

• **GAINS COMMITMENT** • Involves those affected by a decision/action in a manner that demonstrates understanding of their needs and gains their commitment to the action; builds consensus when appropriate.

• **DEVELOPS TIMELINES** • Analyzes short- and long-term strategic goals and determines long-range objectives; develops broad, initial timelines based on these strategic goals.

• **EXECUTES PLANS** • Identifies the critical tasks and resources (including people) necessary to achieve the desired objectives; takes action to ensure superior execution.

SELLING THE VISION

Passionately selling an organizational strategy; creating a clear view of the future state by helping others understand and feel how things will be different when the future vision is achieved.

• **PAINTS THE PICTURE** • Vividly describes organizational strategy in a way that helps others see and feel the vision.

• **INFLUENCES MOVEMENT** • Influences others through sound rationale and persuasiveness in a way that encourages movement toward the vision.

• **COMPELS ACTION** • Conveys the opportunities of the vision in a way that energizes team members and business partners to actions.

• **LEADS THROUGH VISION** • Uses the vision as a reference point in conducting own day-to-day activities; translates the vision for employees by describing how what they do on a day-to-day basis impacts customers.
DRIVING EXECUTION

Translating strategy into operational reality. Breaking down strategies or business initiatives into key tasks and identifying accountabilities. Aligning communication, people, culture, processes, resources and systems to ensure effective implementation and delivery of required results.

• **DETERMINES KEY TASKS** - Determines tasks and actions required to implement a specific strategy or business initiative. Breaks down long-term goals into short and medium term milestones. Adjusting tasks and activities as circumstances change.

• **ESTABLISHES COMMUNICATION STRATEGY** - Clearly conveys strategy, plans, information and ideas to individuals or groups in a manner that engages and motivates people and helps them understand their role in implementing the strategy. Develops process and systems that enable the communication relating to the strategy implementation to flow back and forth.

• **DEFINES ACTIONS FOR EXECUTION** - Defines required action steps and critical milestones; adapts action plans according to changing circumstances.

• **FOCUSES ON KEY TASKS** - Translates strategic priorities into specific tasks and actions required to implement a strategic priority or business initiative; breaks down long-term goals into short- and medium-term milestones; adjusts tasks and activities as circumstances change.

• **ENSURES SKILLS AND READINESS** - Identifies and develops people capability to drive specific strategies and objectives which may include training and/or acquisition of needed skills and knowledge. Coaches people in areas where skills are not strong.

• **ALIGNS SYSTEMS AND PROCESS** - Identifies and aligns systems and process to support implementation of specific strategies.

• **CREATES MEASUREMENT DISCIPLINE** - Establishes criteria and systems to track implementation steps and results, including both lead and lag measures.
EXECUTIVE PRESENCE

Championing the organization’s mission and values in an authentic manner; demonstrating a poised and confident demeanor that reassures others and commands respect.

• ADVOCATES FOR ORGANIZATION - Champions organizational decisions and values when interacting with senior management and other stakeholders; balances individual interests with commitment to employees, stakeholders, and the organization’s mission.

• CONVEYS AUTHENTICITY - Discloses information accurately and completely; keeps commitments; behaves consistently; acts in accordance with ethical and professional guidelines, regulations, and organizational values and policies.

• MANAGES STRESS - Remains calm, controlled, and action oriented when confronted by work-related stress or opposition from others; does not overreact or become defensive.

• MANAGES CONFLICT - Uses appropriate interpersonal styles and methods to reduce tension or conflict between two or more people.

• EXUDES CONFIDENCE - Exhibits a presence that commands attention and respect and instills confidence in one’s actions and outcomes.

• DEMONSTRATES EXCITEMENT - Feels and demonstrates excitement towards organization goals; acts as a role model with his energy and encourages others.

• INVITES FEEDBACK - Stays open and accepts feedback; sees feedback as a tool to identify areas for development opportunity.

• DEMONSTRATES INTERPERSONAL DIPLOMACY - Builds trust by demonstrating sensitivity to others’ needs, maintaining self-esteem, showing empathy, involving others, and offering support.
BUILDING ORGANIZATIONAL TALENT

Attracting, developing, and retaining talented individuals; creating a learning environment that ensures associates realize their highest potential, allowing the organization as a whole to meet future challenges.

- **DIAGNOSES CAPABILITY AND DEVELOPMENTAL NEEDS** - Determines the mix and level of capability required by the business to support current and future objectives; assesses the key strengths and development opportunities of groups.

- **SCANS ENVIRONMENT FOR DEVELOPMENTAL ASSIGNMENTS** - Identifies developmental assignments and the potential learning in the assignment; matches assignments with individual developmental opportunities.

- **CHAMPIONS TALENT MANAGEMENT** - Provides high visibility to individuals with potential; offers challenging managerial assignments that build confidence and credibility; provides such individuals with a personal vision for this future.

- **CREATES A LEARNING CULTURE** - Aligns support systems, accountabilities, and incentives, which ensures a learning environment.

- **ENSURES DIFFERENTIAL REWARD SYSTEMS AND PROCESSES** - Supports and advocates deserving individuals; actively pursues appropriate recognition, rewards, and resources for strong performers; when necessary, defends strong performers, even in the face of challenges.

- **EMPHASIZES RETENTION** - Establishes organizational systems to encourage talented individuals to remain within the organization; addresses individuals’ needs for flexibility within the organizational structure; provides a clear career path for talented individuals that provides challenge and career satisfaction.
EMPOWERMENT/DELEGATION

Using appropriate delegation to create a sense of ownership of higher-level organizational issues and encouraging individuals to stretch beyond their current capabilities.

- **CHOoses Targets** - Gives work to the most appropriate person based on time, skills, experience, position, and growth opportunities.
- **DEFines LATitude** - Defines latitude of action and boundaries that provides enough autonomy in decision making to encourage ownership of tasks, pushes decision making and autonomy downward through the organization.
- **PROMotes ACCOUNTability** - Delegates; provides encouragement and support to others in accepting responsibility with accountability; promotes risk taking, explores the reasons for mistakes, and learns from them.
- **PROVIDes GUIDANCE** - Checks for understanding; provides instruction, resources, and guidance as appropriate to support success without undermining the individual’s full ownership of issues.
- **FOLLOWS UP** - Builds follow-up and accountability into organizational processes to monitor issues.
HIGH IMPACT COMMUNICATION
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.

- **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** - 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 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.

BUILDING TRUST
Interacting with others in a way that gives them confidence in one’s intentions and those of the organization.

- **OPERATES WITH INTEGRITY** - Demonstrates honesty; keeps commitments; behaves in a consistent manner.

- **DISCLOSES OWN POSITIONS** - Shares thoughts, feelings, and rationale so that others understand personal positions.

- **REMAINS OPEN TO IDEAS** - Listens to others and objectively considers others’ ideas and opinions, even when they conflict with one’s own.

- **SUPPORTS OTHERS** - Treats people with dignity, respect, and fairness; gives proper credit to others; stands up for deserving others and their ideas even in the face of resistance or challenge.
CHANGE LEADERSHIP

Continuously seeking (or encouraging others to seek) opportunities for different and innovative approaches to addressing organizational problems and opportunities.

- **RECOGNIZES OPPORTUNITIES** - Actively seeks alternative solutions; recognizes problems as opportunities for process improvement.

- **VALUES SOUND APPROACHES** - Consistently remains open to ideas offered by others; recommends and uses good ideas from sources outside the immediate environment to solve problems.

- **ENCOURAGES BOUNDARY BREAKING** - Encourages individuals to question established work processes or assumptions and to ask why regularly; encourages others to seek alternative solutions.

- **ADDRESSES CHANGE RESISTANCE** - Helps individuals overcome resistance to change (even when the future is unclear); shows empathy with those who feel loss or fear as a result of change.

- **DRIVES FOR IMPROVEMENT** - Strives for continuous improvement in process and business results; sets and encourages others to set continually higher goals; strives to achieve a best practice approach.
TEAM DEVELOPMENT
Using appropriate methods and interpersonal styles to develop, motivate, and guide a team toward successful outcomes and attainment of business objectives.

• **BUILDS TEAM** - Evaluates resource needs and recruits, attracts, selects, and retains talented individuals; works to develop teams both locally and across organizational boundaries.

• **ESTABLISHES TEAM EXPECTATIONS** - Works collaboratively with colleagues and team members to establish performance expectations necessary to achieve objectives.

• **CLARIFIES ROLES, RESPONSIBILITIES, AND OBJECTIVES** - Works with and involves team members in clarifying the team roles and responsibilities necessary for success.

• **ENCOURAGES TEAM** - Looks for and capitalizes on opportunities to motivate, celebrate, and reward successful team performance.

• **MONITORS TEAM PERFORMANCE** - Stays close to team performance; helps to keep the team on track; facilitates adjustments when necessary.

• **PROVIDES TEAM SUPPORT** - Offers the team own personal time; helps in overcoming barriers; provides ongoing feedback and appropriate guidance.

BUILDING PARTNERSHIPS
Identifying opportunities and taking action to build strategic relationships between one’s area and other areas, teams, departments, units, or organizations to help achieve business goals.

• **IDENTIFIES PARTNERSHIP NEEDS** - Analyzes the organization and own area to identify key relationships that should be initiated or improved to further the attainment of own area’s goals.

• **EXPLORES PARTNERSHIP OPPORTUNITIES** - Exchanges information with potential partner areas to clarify partnership benefits and potential problems; collaboratively determines the scope and expectations of the partnership so that both areas’ needs can be met.

• **FORMULATES ACTION PLANS** - Collaboratively determines courses of action to realize mutual goals; facilitates agreement on each partner’s responsibilities and needed support.

• **SUBORDINATES OWN AREA’S GOALS** - Places higher priority on organization’s goals than on own area’s goals; anticipates effects of own area’s actions and decisions on partners; influences others to support partnership objectives.

• **MONITORS PARTNERSHIP** - Implements effective means for monitoring and evaluating the partnership process and the attainment of mutual goals.
BUSINESS SAVVY

Using economic, financial, market, and industry data to understand and improve business results; using one’s understanding of major business functions, industry trends, and own organization’s position to contribute to effective business strategies and tactics.

- **ANALYZES** - Uses economic, financial, market, and industry data to assess current business strategies and tactics or to evaluate specific business opportunities; identifies trends and anticipates their impact.

- **INTEGRATES** - Integrates economic, financial, market, and industry data from multiple sources to identify critical business issues; articulates the implications of business trends for own department or team as well as the broader organization.

- **UNDERSTANDS BUSINESS FUNCTIONS** - Understands the nature and interdependencies of business 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.).

- **LEVERAGE ONE’S UNDERSTANDING** - Uses understanding of business, industry, and own organization’s performance to maximize results, limit risk, and effectively direct own department, team, or the organization.
Coaching and Developing Others

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

- **Clarifies Performance** - Seeks information and opinions about an individual’s current performance as well as longer-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 Skill Gaps** - Diagnoses gaps in knowledge, experience, skills, and behavior that underlie current and future performance; continually modifies evaluation based on new information.
- **Provides Support** - Offers personal time; provides appropriate amount of guidance, instruction, positive models, and opportunities for observation to help others develop skills; provides ongoing feedback.
- **Shows Empathy** - Listens and responds to the affect and content of concerns.
- **Champions Positive Results** - Looks for opportunities to celebrate the accomplishments of individuals.

Customer Orientation

Ensuring that the customer perspective is a driving force behind business decisions and activities; crafting and implementing service practices that meet customers’ and own organization’s needs.

- **Seeks to Understand Customer** - Actively seeks information to understand customer circumstances, problems, expectations, and needs.
- **Identifies Customer Service Issues** - Identifies breakdowns in internal processes and systems that directly impact customer service and retention; expresses concerns to others.
- **Creates Customer-Focused Practices** - Uses understanding of customer needs to institute systems, processes, and procedures to ensure customer satisfaction and to prevent service issues from occurring; promotes customer service as a value.
- **Assures Customer Satisfaction** - Makes sure that customer solutions, practices, and procedures are carried out and achieve their objectives.
EMPOWERMENT/DELEGATION

Using appropriate delegation to create a sense of ownership of higher-level organizational issues and encouraging individuals to stretch beyond their current capabilities.

• CHOOSES TARGETS - Gives work to the most appropriate person based on time, skills, experience, position, and growth opportunities.

• DEFINES LATITUDE - Defines latitude of action and boundaries that provides enough autonomy in decision making to encourage ownership of tasks; pushes decision making and autonomy downward through the organization.

• PROMOTES ACCOUNTABILITY - Delegates; provides encouragement and support to others in accepting responsibility with accountability; promotes risk taking, explores the reasons for mistakes, and learns from them.

• PROVIDES GUIDANCE - Checks for understanding; provides instruction, resources, and guidance as appropriate to support success without undermining the individual’s full ownership of issues.

• FOLLOWS UP - Builds follow-up and accountability into organizational processes to monitor issues.
OPERATIONAL DECISION MAKING

Relating and comparing; securing relevant information and identifying key issues; committing to an action after developing alternative courses of action that take into consideration resources, constraints, and organizational values.

- **SEeks Information** - Identifies/Recognizes information gaps or the need for additional information and obtains it by clearly describing what needs to be known and how it can be obtained; makes relevant, clear, and specific inquiries to verify facts and obtain additional information.

- **PERforms Data Analysis** - Organizes and manipulates quantitative data to identify/explain trends, problems, and their causes.

- **DeVelops and consIders Alternatives** - Generates and encourages others to generate options for action to address an issue or problem; develops decision criteria based on factors that affect customers, employees, and the organization; compares options to criteria by considering the opportunities and risks; selects the best course of action.

- **Gains Commitment** - Involves those affected by a decision/action in a manner that demonstrates understanding of their needs and gains their commitment to the action; builds consensus when appropriate.

- **Demonstrates Decisiveness/Action** - Takes or initiates action to address an issue, prevent a problem from arising, or solve a problem.

PASSION FOR RESULTS

Driving high standards for individual, team, and organizational accomplishment; tenaciously working to meet or exceed challenging goals; deriving satisfaction from goal achievement and continuous improvement.

- **CReAtes Performance Tension** - Identifies gaps between current reality and expected business results; sets challenging goals and high performance standards for self and others; initiates action and moves others toward envisioned outcomes.

- **PeRsists to Completion** - Corrals energy day-to-day to maintain momentum and a sense of urgency toward desired results; continually focuses others on performance gaps; works relentlessly to overcome obstacles; is dissatisfied until results have been achieved.
DRIVING EXECUTION

Translating strategy into operational reality. Breaking down strategies or business initiatives into key tasks and identifying accountabilities. Aligning communication, people, culture, processes, resources and systems to ensure effective implementation and delivery of required results.

• **Determines Key Tasks** - Determines tasks and actions required to implement a specific strategy or business initiative. Breaks down long-term goals into short and medium term milestones. Adjusting tasks and activities as circumstances change.

• **Establishes Communication Strategy** - Clearly conveys strategy, plans, information and ideas to individuals or groups in a manner that engages and motivates people and helps them understand their role in implementing the strategy. Develops process and systems that enable the communication relating to the strategy implementation to flow back and forth.

• **Defines Actions for Execution** - Defines required action steps and critical milestones; adapts action plans according to changing circumstances.

• **Focuses on Key Tasks** - Translates strategic priorities into specific tasks and actions required to implement a strategic priority or business initiative; breaks down long-term goals into short- and medium-term milestones; adjusts tasks and activities as circumstances change.

• **Ensures Skills and Readiness** - Identifies and develops people capability to drive specific strategies and objectives which may include training and/or acquisition of needed skills and knowledge. Coaches people in areas where skills are not strong.

• **Aligns Systems and Process** - Identifies and aligns systems and process to support implementation of specific strategies.

• **Creates Measurement Discipline** - Establishes criteria and systems to track implementation steps and results, including both lead and lag measures.
LEADING THROUGH VISION AND VALUES
Keeping the organization’s vision and values at the forefront of associate decision making and action.

- COMMUNICATES THE IMPORTANCE OF THE VISION AND VALUES - Helps others understand the organization’s vision and values and their importance.

- MOVES OTHERS TO ACTION - Translates the vision and values into day-to-day activities and behaviors; guides and motivates others to take actions that support the vision and values.

- MODELS THE VISION AND VALUES - Takes actions, makes decisions, and shapes team or group priorities to reflect the organization’s vision and values.

BUILDING ORGANIZATIONAL TALENT
Attracting, developing, and retaining talented individuals; creating a learning environment that ensures associates realize their highest potential, allowing the organization as a whole to meet future challenges.

- DIAGNOSES CAPABILITY AND DEVELOPMENTAL NEEDS - Determines the mix and level of capability required by the business to support current and future objectives; assesses the key strengths and development opportunities of groups.

- SCANS ENVIRONMENT FOR DEVELOPMENTAL ASSIGNMENTS - Identifies developmental assignments and the potential learning in the assignment; matches assignments with individual developmental opportunities.

- CHAMPIONS TALENT MANAGEMENT - Provides high visibility to individuals with potential; offers challenging managerial assignments that build confidence and credibility; provides such individuals with a personal vision for this future.

- CREATES A LEARNING CULTURE - Aligns support systems, accountabilities, and incentives, which ensures a learning environment.

- ENSURES DIFFERENTIAL REWARD SYSTEMS AND PROCESSES - Supports and advocates deserving individuals; actively pursues appropriate recognition, rewards, and resources for strong performers; when necessary, defends strong performers, even in the face of challenges.

- EMPHASIZES RETENTION - Establishes organizational systems to encourage talented individuals to remain within the organization; addresses individuals’ needs for flexibility within the organizational structure; provides a clear career path for talented individuals that provides challenge and career satisfaction.
Building a Successful Team

Using appropriate methods and a flexible interpersonal style to help build a cohesive team; facilitating the completion of team goals.

- **DEVELOPS DIRECTION** - Ensures that the purpose and importance of the team are clarified (e.g., team has a clear charter or mission statement); guides the setting of specific and measurable team goals and objectives.

- **DEVELOPS STRUCTURE** - Helps to clarify roles and responsibilities of team members; helps ensure that necessary steering, review, or support functions are in place.

- **FACILITATES GOAL ACCOMPLISHMENT** - Makes procedural or process suggestions for achieving team goals or performing team functions; provides necessary resources or helps to remove obstacles to team accomplishments.

- **INVOLVES OTHERS** - Listens to and fully involves others in team decisions and actions; values and uses individual differences and talents. Informs others on team—Shares important or relevant information with the team.

- **MODELS COMMITMENT** - Adheres to the team’s expectations and guidelines; fulfills team responsibilities; demonstrates personal commitment to the team.
Facilitating Change

Encouraging others to seek opportunities for different and innovative approaches to addressing problems and opportunities; facilitating the implementation and acceptance of change within the workplace.

- **Encourages Boundary Breaking** - Encourages associates to question established work processes or assumptions; challenges associates to ask “why” until underlying cause is discovered; involves stakeholders in continuous improvement actions and alternatives.

- **Values Sound Approaches** - Consistently remains open to ideas offered by others; supports and uses good ideas to solve problems or address issues.

- **Rewards Change** - Recognizes and rewards associates who make useful changes.

- **Addresses Change Resistance** - Helps individuals overcome resistance to change; shows empathy with people who feel loss as a result of change.

- **Manages Complexity and Contradictions** - Tries to minimize complexities, contradictions, and paradoxes or reduce their impact; clarifies direction and smoothes the process of change.

High Impact Communication

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.

- **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** - 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 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.
DELEGATING RESPONSIBILITY

Allocating decision-making authority and/or task responsibility to appropriate others to maximize the organization’s and individuals’ effectiveness.

• SHARES APPROPRIATE RESPONSIBILITIES - Allocates decision-making authority and/or task responsibility in appropriate areas to appropriate individuals (considering positive and negative impact, organizational values and structures, and the enhancement of the individual’s knowledge/skills).

• DEFINES PARAMETERS - Clearly communicates the parameters of the delegated responsibility, including decision-making authority and any required actions, constraints, or deadlines.

• PROVIDES SUPPORT WITHOUT REMOVING RESPONSIBILITY - Suggests resources and provides assistance or coaching as needed; expresses confidence in the individual.

• STAYS INFORMED - Establishes appropriate procedures to keep informed of issues and results in areas of shared responsibility.
BUILDING TRUST
Interacting with others in a way that gives them confidence in one’s intentions and those of the organization.

- OPERATES WITH INTEGRITY - Demonstrates honesty; keeps commitments; behaves in a consistent manner.
- DISCLOSES OWN POSITIONS - Shares thoughts, feelings, and rationale so that others understand personal positions.
- REMAINS OPEN TO IDEAS - Listens to others and objectively considers others’ ideas and opinions, even when they conflict with one’s own.
- SUPPORTS OTHERS - Treats people with dignity, respect, and fairness; gives proper credit to others; stands up for deserving others and their ideas even in the face of resistance or challenge.

GAINING COMMITMENT
Using appropriate interpersonal styles and techniques to gain acceptance of ideas or plans; modifying one’s own behavior to accommodate tasks, situations, and individuals involved.

- OPENS DISCUSSIONS EFFECTIVELY - Describes expectations, goals, requests, or future states in a way that provides clarity and excites interest.
- CLARIFIES THE CURRENT SITUATION - Seeks, gives, and summarizes information; ensures that the situation/issue at hand is understood.
- DEVELOP OTHERS’ AND OWN IDEAS - Presents own ideas; seeks and develops suggestions of others; makes procedural suggestions.
- FACILITATES AGREEMENT - Uses appropriate influence strategies (such as demonstrating benefits or giving rewards) to gain genuine agreement; persists by using different approaches as needed to gain commitment.
- CLOSES DISCUSSIONS WITH CLEAR SUMMARIES - Summarizes outcomes of discussions and establishes next steps if needed.
- USES KEY PRINCIPLES - Establishes good interpersonal relationships by helping people feel valued, appreciated, and included in discussions (enhances self-esteem, empathizes, involves, discloses, supports).
BUILDING PARTNERSHIPS

Identifying opportunities and taking action to build strategic relationships between one’s area and other areas, teams, departments, units, or organizations to help achieve business goals.

- **IDENTIFIES PARTNERSHIP NEEDS** - Analyzes the organization and own area to identify key relationships that should be initiated or improved to further the attainment of own area's goals.

- **EXPLORSES PARTNERSHIP OPPORTUNITIES** - Exchanges information with potential partner areas to clarify partnership benefits and potential problems; collaboratively determines the scope and expectations of the partnership so that both areas' needs can be met.

- **FORMULATES ACTION PLANS** - Collaboratively determines courses of action to realize mutual goals; facilitates agreement on each partner’s responsibilities and needed support.

- **SUBORDINATES OWN AREA’S GOALS** - Places higher priority on organization’s goals than on own area’s goals; anticipates effects of own area’s actions and decisions on partners; influences others to support partnership objectives.

- **MONITORS PARTNERSHIP** - Implements effective means for monitoring and evaluating the partnership process and the attainment of mutual goals.

DECISION MAKING

Identifying and understanding issues, problems, and opportunities; comparing data from different sources to draw conclusions; using effective approaches for choosing a course of action or developing appropriate solutions; taking action that is consistent with available facts, constraints, and probable consequences.

- **IDENTIFIES ISSUES, PROBLEMS, AND OPPORTUNITIES** - Recognizes issues, problems, or opportunities and determines whether action is needed.

- **GATHERS INFORMATION** - Identifies the need for and collects information to better understand issues, problems, and opportunities.

- **INTERPRETS INFORMATION** - Integrates information from a variety of sources; detects trends, associations, and cause-effect relationships.

- **GEN ERATES ALTERNATIVES** - Creates relevant options for addressing problems/opportunities and achieving desired outcomes.

- **CHOoses APPROPRIATE ACTION** - Formulates clear decision criteria; evaluates options by considering implications and consequences; chooses an effective option.

- **COMMENTS TO ACTION** - Implements decisions or initiates action within a reasonable time.

- **INVOLVES OTHERS** -Includes others in the decision-making process as warranted to obtain good information, make the most appropriate decisions, and ensure buy-in and understanding of the resulting decisions.
COACHING
Providing timely guidance and feedback to help others strengthen specific knowledge/skill areas needed to accomplish a task or solve a problem.

• CLARIFIES THE CURRENT SITUATION - Clarifies expected behaviors, knowledge, and level of proficiency by seeking and giving information and checking for understanding.

• EXPLAINS AND DEMONSTRATES - Provides instruction, positive models, and opportunities for observation in order to help others develop skills; encourages questions to ensure understanding.

• PROVIDES FEEDBACK AND REINFORCEMENT - Gives timely, appropriate feedback on performance; reinforces efforts and progress.

• USES KEY PRINCIPLES - Establishes good interpersonal relationships by helping people feel valued, appreciated, and included in discussions (enhances self-esteem, empathizes, involves, discloses, supports).

CUSTOMER FOCUS
Making customers and their needs a primary focus of one’s actions; developing and sustaining productive customer relationships.

• SEEKS TO UNDERSTAND CUSTOMERS - Actively seeks information to understand customers’ circumstances, problems, expectations, and needs.

• EDUCATES CUSTOMERS - Shares information with customers to build their understanding of issues and capabilities.

• BUILDS COLLABORATIVE RELATIONSHIPS - Builds rapport and cooperative relationships with customers.

• TAKES ACTION TO MEET CUSTOMER NEEDS AND CONCERNS - Considers how actions or plans will affect customers; responds quickly to meet customer needs and resolve problems; avoids overcommitments.

• SETS UP CUSTOMER FEEDBACK SYSTEMS - Implements effective ways to monitor and evaluate customer concerns, issues, and satisfaction and to anticipate customer needs.
PLANNING and ORGANIZING

Establishing courses of action for self and others to ensure that work is completed efficiently.

- **PRIORITYIZES** - Identifies more critical and less critical activities and assignments; adjusts priorities when appropriate.

- **DETERMINES TASKS AND RESOURCES** - Determines project/assignment requirements by breaking them down into tasks and identifying types of equipment, materials, and people needed.

- **SCHEDULES** - Allocates appropriate amounts of time for completing own and others’ work; avoids scheduling conflicts; develops timelines and milestones.

- **LEVERAGE RESOURCES** - Takes advantage of available resources (individuals, processes, departments, and tools) to complete work efficiently; coordinates with internal and external partners.

- **STAYS FOCUSED** - Uses time effectively and prevents irrelevant issues or distractions from interfering with work completion.
DRIVING FOR RESULTS

Setting high goals for personal and group accomplishment; using measurement methods to monitor progress toward goal attainment; tenaciously working to meet or exceed those goals while deriving satisfaction from the process of goal achievement and continuous improvement.

• TARGETS OPPORTUNITIES - Systematically evaluates business opportunities and targets those opportunities with the greatest potential for producing positive business results.

• ESTABLISHES STRETCH GOALS - Establishes stretch goals for self and others that are designed to achieve positive business results.

• ACHIEVES GOALS - Works tenaciously toward and derives satisfaction from achieving stretch goals related to positive business results.

• STAYS FOCUSED - Remains self-disciplined; measures progress and evaluates results; reprioritizes as appropriate; prevents irrelevant issues or distractions from interfering with timely completion of important tasks.
CONTINUOUS IMPROVEMENT

Originating action to improve existing conditions and processes; using appropriate methods to identify opportunities, implement solutions, and measure impact.

- **ASSESSES OPPORTUNITIES** - Reviews processes to identify gaps between requirements and current outputs.

- **DETERMINES CAUSES** - Identifies potential conditions that contribute to gaps or key variances; explores relationships between conditions and effects; distinguishes causes from symptoms and identifies primary causes.

- **TARGETS IMPROVEMENT IDEAS** - Generates ideas for solutions; analyzes the effect or impact of each solution; selects appropriate solutions.

- **IMPLEMENTS EFFECTIVE IMPROVEMENTS** - Tests solutions; gathers feedback on effectiveness; reviews impact on baseline measures; modifies solutions as appropriate to ensure effectiveness.
**BUILDING A SUCCESSFUL TEAM**

Using appropriate methods and a flexible interpersonal style to help build a cohesive team; facilitating the completion of team goals.

- **DEVELOPS DIRECTION** - Ensures that the purpose and importance of the team are clarified (e.g., team has a clear charter or mission statement); guides the setting of specific and measurable team goals and objectives.

- **DEVELOPS STRUCTURE** - Helps to clarify roles and responsibilities of team members; helps ensure that necessary steering, review, or support functions are in place.

- **FACILITATES GOAL ACCOMPLISHMENT** - Makes procedural or process suggestions for achieving team goals or performing team functions; provides necessary resources or helps to remove obstacles to team accomplishments.

- **INVOLVES OTHERS** - Listens to and fully involves others in team decisions and actions; values and uses individual differences and talents. Informs others on team-Shares important or relevant information with the team.

- **MODELS COMMITMENT** - Adheres to the team’s expectations and guidelines; fulfills team responsibilities; demonstrates personal commitment to the team.

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**LEADERSHIP**
- Leading a Successful Team
- Delegating Responsibility
- Coaching

**BUSINESS MANAGEMENT**
- Decision Making
- Customer Focus
- Planning & Organizing
- Continuous Improvement

**INTERPERSONAL**
- Communication
- Gaining Commitment
- Building Partnerships

**PERSONAL ATTRIBUTES**
- Building Trust
- Driving for Results
- Adaptability
DELEGATING RESPONSIBILITY

Allocating decision-making authority and/or task responsibility to appropriate others to maximize the organization’s and individuals’ effectiveness

• SHARES APPROPRIATE RESPONSIBILITIES - Allocates decision-making authority and/or task responsibility in appropriate areas to appropriate individuals (considering positive and negative impact, organizational values and structures, and the enhancement of the individual’s knowledge/skills).

• DEFINES PARAMETERS - Clearly communicates the parameters of the delegated responsibility, including decision-making authority and any required actions, constraints, or deadlines.

• PROVIDES SUPPORT WITHOUT REMOVING RESPONSIBILITY - Suggests resources and provides assistance or coaching as needed; expresses confidence in the individual.

• STAYS INFORMED - Establishes appropriate procedures to keep informed of issues and results in areas of shared responsibility.

BUILDING TRUST

Interacting with others in a way that gives them confidence in one’s intentions and those of the organization.

• OPERATES WITH INTEGRITY - Demonstrates honesty; keeps commitments; behaves in a consistent manner.

• DISCLOSES OWN POSITIONS - Shares thoughts, feelings, and rationale so that others understand personal positions.

• REMAINS OPEN TO IDEAS - Listens to others and objectively considers others’ ideas and opinions, even when they conflict with one’s own.

• SUPPORTS OTHERS - Treats people with dignity, respect, and fairness; gives proper credit to others; stands up for deserving others and their ideas even in the face of resistance or challenge.
GAINING COMMITMENT

Using appropriate interpersonal styles and techniques to gain acceptance of ideas or plans; modifying one’s own behavior to accommodate tasks, situations, and individuals involved.

- **Opens Discussions Effectively** - Describes expectations, goals, requests, or future states in a way that provides clarity and excites interest.
- **Clarifies the Current Situation** - Seeks, gives, and summarizes information; ensures that the situation/issue at hand is understood.
- **Develop Others’ and Own Ideas** - Presents own ideas; seeks and develops suggestions of others; makes procedural suggestions.
- **Facilitates Agreement** - Uses appropriate influence strategies (such as demonstrating benefits or giving rewards) to gain genuine agreement; persists by using different approaches as needed to gain commitment.
- **Closes Discussions with Clear Summaries** - Summarizes outcomes of discussions and establishes next steps if needed.
- **Uses Key Principles** - Establishes good interpersonal relationships by helping people feel valued, appreciated, and included in discussions (enhances self-esteem, empathizes, involves, discloses, supports).
COMMUNICATION

Clearly conveying information and ideas through a variety of media to individuals or groups in a manner that engages the audience and helps them understand and retain the message.

- **ORGANIZES THE COMMUNICATION** - Clarifies purpose and importance; stresses major points; follows a logical sequence.
- **MAINTAINS AUDIENCE ATTENTION** - Keeps the audience engaged through use of techniques such as analogies, illustrations, humor, an appealing style, body language, and voice inflection.
- **ADJUSTS TO THE AUDIENCE** - Frames message in line with audience experience, background, and expectations; uses terms, examples, and analogies that are meaningful to the audience.
- **ENSURES UNDERSTANDING** - Seeks input from audience; checks understanding; presents message in different ways to enhance understanding.
- **ADHERES TO ACCEPTED CONVENTIONS** - Uses syntax, pace, volume, diction, and mechanics appropriate to the media being used.
- **COMPREHENDS COMMUNICATION FROM OTHERS** - Attends to messages from others; correctly interprets messages and responds appropriately.

COACHING

Providing timely guidance and feedback to help others strengthen specific knowledge/skill areas needed to accomplish a task or solve a problem.

- **CLARIFIES THE CURRENT SITUATION** - Clarifies expected behaviors, knowledge, and level of proficiency by seeking and giving information and checking for understanding.
- **EXPLAINS AND DEMONSTRATES** - Provides instruction, positive models, and opportunities for observation in order to help others develop skills; encourages questions to ensure understanding.
- **PROVIDES FEEDBACK AND REINFORCEMENT** - Gives timely, appropriate feedback on performance; reinforces efforts and progress.
- **USES KEY PRINCIPLES** - Establishes good interpersonal relationships by helping people feel valued, appreciated, and included in discussions (enhances self-esteem, empathizes, involves, discloses, supports).
BUILDING PARTNERSHIPS
Identifying opportunities and taking action to build strategic relationships between one’s area and other areas, teams, departments, units, or organizations to help achieve business goals.

• IDENTIFIES PARTNERSHIP NEEDS - Analyzes the organization and own area to identify key relationships that should be initiated or improved to further the attainment of own area’s goals.

• EXPLORES PARTNERSHIP OPPORTUNITIES - Exchanges information with potential partner areas to clarify partnership benefits and potential problems; collaboratively determines the scope and expectations of the partnership so that both areas’ needs can be met.

• FORMULATES ACTION PLANS - Collaboratively determines courses of action to realize mutual goals; facilitates agreement on each partner’s responsibilities and needed support.

• SUBORDINATES OWN AREA’S GOALS - Places higher priority on organization’s goals than on own area’s goals; anticipates effects of own area’s actions and decisions on partners; influences others to support partnership objectives.

• MONITORS PARTNERSHIP - Implements effective means for monitoring and evaluating the partnership process and the attainment of mutual goals.
DECISION MAKING

Identifying and understanding issues, problems, and opportunities; comparing data from different sources to draw conclusions; using effective approaches for choosing a course of action or developing appropriate solutions; taking action that is consistent with available facts, constraints, and probable consequences.

- **IDENTIFIES ISSUES, PROBLEMS, AND OPPORTUNITIES** - Recognizes issues, problems, or opportunities and determines whether action is needed.

- **GATHERS INFORMATION** - Identifies the need for and collects information to better understand issues, problems, and opportunities.

- **INTERPRETS INFORMATION** - Integrates information from a variety of sources; detects trends, associations, and cause-effect relationships.

- **GENERATES ALTERNATIVES** - Creates relevant options for addressing problems/opportunities and achieving desired outcomes.

- **CHOSES APPROPRIATE ACTION** - Formulates clear decision criteria; evaluates options by considering implications and consequences; chooses an effective option.

- **COMMITS TO ACTION** - Implements decisions or initiates action within a reasonable time.

- **INVOLES OTHERS** - Includes others in the decision-making process as warranted to obtain good information, make the most appropriate decisions, and ensure buy-in and understanding of the resulting decisions.
CUSTOMER FOCUS
Making customers and their needs a primary focus of one’s actions; developing and sustaining productive customer relationships.

- **SEeks to Understand Customers** - Actively seeks information to understand customers’ circumstances, problems, expectations, and needs.
- **Educates Customers** - Shares information with customers to build their understanding of issues and capabilities.
- **Builds Collaborative Relationships** - Builds rapport and cooperative relationships with customers.
- **Takes Action to Meet Customer Needs and Concerns** - Considers how actions or plans will affect customers; responds quickly to meet customer needs and resolve problems; avoids overcommitments.
- **Sets Up Customer Feedback Systems** - Implements effective ways to monitor and evaluate customer concerns, issues, and satisfaction and to anticipate customer needs.

PLANNING and ORGANIZING
Establishing courses of action for self and others to ensure that work is completed efficiently.

- **Prioritizes** - Identifies more critical and less critical activities and assignments; adjusts priorities when appropriate.
- **Determines Tasks and Resources** - Determines project/assignment requirements by breaking them down into tasks and identifying types of equipment, materials, and people needed.
- **Schedules** - Allocates appropriate amounts of time for completing own and others’ work; avoids scheduling conflicts; develops timelines and milestones.
- **Leverages Resources** - Takes advantage of available resources (individuals, processes, departments, and tools) to complete work efficiently; coordinates with internal and external partners.
- **Stays Focused** - Uses time effectively and prevents irrelevant issues or distractions from interfering with work completion.
DRIVING FOR RESULTS

Setting high goals for personal and group accomplishment; using measurement methods to monitor progress toward goal attainment; tenaciously working to meet or exceed those goals while deriving satisfaction from the process of goal achievement and continuous improvement.

• TARGETS OPPORTUNITIES - Systematically evaluates business opportunities and targets those opportunities with the greatest potential for producing positive business results.

• ESTABLISHES STRETCH GOALS - Establishes stretch goals for self and others that are designed to achieve positive business results.

• ACHIEVES GOALS - Works tenaciously toward and derives satisfaction from achieving stretch goals related to positive business results.

• STAYS FOCUSED - Remains self-disciplined; measures progress and evaluates results; reprioritizes as appropriate; prevents irrelevant issues or distractions from interfering with timely completion of important tasks.

CONTINUOUS IMPROVEMENT

Originating action to improve existing conditions and processes; using appropriate methods to identify opportunities, implement solutions, and measure impact.

• ASSESS OPPORTUNITIES - Reviews processes to identify gaps between requirements and current outputs.

• DETERMINES CAUSES - Identifies potential conditions that contribute to gaps or key variances; explores relationships between conditions and effects; distinguishes causes from symptoms and identifies primary causes.

• TARGETS IMPROVEMENT IDEAS - Generates ideas for solutions; analyzes the effect or impact of each solution; selects appropriate solutions.

• IMPLEMENTS EFFECTIVE IMPROVEMENTS - Tests solutions; gathers feedback on effectiveness; reviews impact on baseline measures; modifies solutions as appropriate to ensure effectiveness.
ADAPTABILITY
Maintaining effectiveness when experiencing major changes in work tasks or the work environment; adjusting effectively to work within new work structures, processes, requirements, or cultures.

• **TRIES TO UNDERSTAND CHANGES** - Tries to understand changes in work tasks, situations, and environment as well as the logic or basis for change; actively seeks information about new work situations.

• **APPROACHES CHANGE OR NEWNESS POSITIVELY** - Treats change and new situations as opportunities for learning or growth; focuses on the beneficial aspects of change; speaks positively about the change to others.

• **ADJUSTS BEHAVIOR** - Quickly modifies behavior to deal effectively with changes in the work environment; readily tries new approaches appropriate for new or changed situations; does not persist with ineffective behaviors.
BUILDING TRUST
Interacting with others in a way that gives them confidence in one’s intentions and those of the organization.

- OPERATES WITH INTEGRITY - Demonstrates honesty; keeps commitments; behaves in a consistent manner.
- DISCLOSES OWN POSITIONS - Shares thoughts, feelings, and rationales so that others understand personal positions.
- REMAINS OPEN TO IDEAS - Listens to others and objectively considers others’ ideas and opinions, even when they conflict with one’s own.
- SUPPORTS OTHERS - Treats people with dignity, respect, and fairness; gives proper credit to others; stands up for deserving others and their ideas even in the face of resistance or challenge.

GAINING COMMITMENT
Using appropriate interpersonal styles and techniques to gain acceptance of ideas or plans; modifying one’s own behavior to accommodate tasks, situations, and individuals involved.

- OPENS DISCUSSIONS EFFECTIVELY - Describes expectations, goals, requests, or future states in a way that provides clarity and excites interest.
- CLARIFIES THE CURRENT SITUATION - Seeks, gives, and summarizes information; ensures that the situation/issue at hand is understood.
- DEVELOP OTHERS’ AND OWN IDEAS - Presents own ideas; seeks and develops suggestions of others; makes procedural suggestions.
- FACILITATES AGREEMENT - Uses appropriate influence strategies (such as demonstrating benefits or giving rewards) to gain genuine agreement; persists by using different approaches as needed to gain commitment.
- CLOSES DISCUSSIONS WITH CLEAR SUMMARIES - Summarizes outcomes of discussions and establishes next steps if needed.
- USES KEY PRINCIPLES - Establishes good interpersonal relationships by helping people feel valued, appreciated, and included in discussions (enhances self-esteem, empathizes, involves, discloses, supports).
COMMUNICATION
Clearly conveying information and ideas through a variety of media to individuals or groups in a manner that engages the audience and helps them understand and retain the message.

- ORGANIZES THE COMMUNICATION - Clarifies purpose and importance; stresses major points; follows a logical sequence.
- MAINTAINS AUDIENCE ATTENTION - Keeps the audience engaged through use of techniques such as analogies, illustrations, humor; an appealing style, body language, and voice inflection.
- ADJUSTS TO THE AUDIENCE - Frames message in line with audience experience, background, and expectations; uses terms, examples, and analogies that are meaningful to the audience.
- ENSURES UNDERSTANDING - Seeks input from audience; checks understanding; presents message in different ways to enhance understanding.
- ADHERES TO ACCEPTED CONVENTIONS - Uses syntax, pace, volume, diction, and mechanics appropriate to the media being used.
- COMPREHENDS COMMUNICATION FROM OTHERS - Attends to messages from others; correctly interprets messages and responds appropriately.

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

- 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.
MANAGING WORK (INCLUDES TIME MANAGEMENT)
Effectively managing one’s time and resources to ensure that work is completed efficiently.

- **PRIORITIZES** - Identifies more critical and less critical activities and tasks; adjusts priorities when appropriate.
- **MAKES PREPARATIONS** - Ensures that required equipment and/or materials are in appropriate locations so that own and others’ work can be done effectively.
- **SCHEDULES** - Effectively allocates own time to complete work; coordinates own and others’ schedules to avoid conflicts.
- **LEVERAGES RESOURCES** - Takes advantage of available resources (individuals, processes, departments, and tools) to complete work efficiently.
- **STAYS FOCUSED** - Uses time effectively and prevents irrelevant issues or distractions from interfering with work completion.

BUILDING PARTNERSHIPS
Identifying opportunities and taking action to build strategic relationships between one’s area and other areas, teams, departments, units, or organizations to help achieve business goals.

- **IDENTIFIES PARTNERSHIP NEEDS** - Analyzes the organization and own area to identify key relationships that should be initiated or improved to further the attainment of own area’s goals.
- **EXPLORES PARTNERSHIP OPPORTUNITIES** - Exchanges information with potential partner areas to clarify partnership benefits and potential problems; collaboratively determines the scope and expectations of the partnership so that both areas’ needs can be met.
- **FORMULATES ACTION PLANS** - Collaboratively determines courses of action to realize mutual goals; facilitates agreement on each partner’s responsibilities and needed support.
- **SUBORDINATES OWN AREA’S GOALS** - Places higher priority on organization’s goals than on own area’s goals; anticipates effects of own area’s actions and decisions on partners; influences others to support partnership objectives.
- **MONITORS PARTNERSHIP** - Implements effective means for monitoring and evaluating the partnership process and the attainment of mutual goals.
DECISION MAKING
Identifying and understanding issues, problems, and opportunities; comparing data from different sources to draw conclusions; using effective approaches for choosing a course of action or developing appropriate solutions; taking action that is consistent with available facts, constraints, and probable consequences.

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- **GATHERS INFORMATION** - Identifies the need for and collects information to better understand issues, problems, and opportunities.

- **INTERPRETS INFORMATION** - Integrates information from a variety of sources; detects trends, associations, and cause-effect relationships.

- **GENERATES ALTERNATIVES** - Creates relevant options for addressing problems/opportunities and achieving desired outcomes.

- **CHOOSES APPROPRIATE ACTION** - Formulates clear decision criteria; evaluates options by considering implications and consequences; chooses an effective option.

- **COMMENTS TO ACTION** - Implements decisions or initiates action within a reasonable time.

- **INVOLVES OTHERS** - Includes others in the decision-making process as warranted to obtain good information, make the most appropriate decisions, and ensure buy-in and understanding of the resulting decisions.

CONTINUOUS IMPROVEMENT
Originating action to improve existing conditions and processes; using appropriate methods to identify opportunities, implement solutions, and measure impact.

- **ASSESS OPPORTUNITIES** - Reviews processes to identify gaps between requirements and current outputs.

- **DETERMINES CAUSES** - Identifies potential conditions that contribute to gaps or key variances; explores relationships between conditions and effects; distinguishes causes from symptoms and identifies primary causes.

- **TARGETS IMPROVEMENT IDEAS** - Generates ideas for solutions; analyzes the effect or impact of each solution; selects appropriate solutions.

- **IMPLEMENTS EFFECTIVE IMPROVEMENTS** - Tests solutions; gathers feedback on effectiveness; reviews impact on baseline measures; modifies solutions as appropriate to ensure effectiveness.
CUSTOMER FOCUS

Making customers and their needs a primary focus of one’s actions; developing and sustaining productive customer relationships.

- **SEeks TO UNdERTAND CuSTOMERS** - Actively seeks information to understand customers’ circumstances, problems, expectations, and needs.
- **EDUCATES CuSTOMERS** - Shares information with customers to build their understanding of issues and capabilities.
- **BUILDS COLLABORATIVE RELATIONSHIPS** - Builds rapport and cooperative relationships with customers.
- **TAKES ACTION TO MEET CuSTOMER NEEDS AND CONCERNS** - Considers how actions or plans will affect customers; responds quickly to meet customer needs and resolve problems; avoids overcommitments.
- **SETS UP CuSTOMER FEEDBACK SYSTEMS** - Implements effective ways to monitor and evaluate customer concerns, issues, and satisfaction and to anticipate customer needs.
FOLLOW-UP

Monitoring the results of delegations, assignments, or projects, considering the skills, knowledge, and experience of the assigned individual and the characteristics of the assignment or project.

- **COMMUNICATES TIME FRAMES** - Builds due dates into assignments and task delegations; effectively communicates milestones and expected results.

- **GATHERS APPROPRIATE INFORMATION** - Asks questions to obtain relevant information; convenes meetings to review progress and share information; gets feedback on results from those directly involved.

- **EVALUATES RESULTS** - Meets formally with peers, associates, and others to review the results of an assignment, project, or delegated task.
ADAPTABILITY
Maintaining effectiveness when experiencing major changes in work tasks or the work environment; adjusting effectively to work within new work structures, processes, requirements, or cultures.

• TRIES TO UNDERSTAND CHANGES - Tries to understand changes in work tasks, situations, and environment as well as the logic or basis for change; actively seeks information about new work situations.

• APPROACHES CHANGE OR NEWNESS POSITIVELY - Treats change and new situations as opportunities for learning or growth; focuses on the beneficial aspects of change; speaks positively about the change to others.

• ADJUSTS BEHAVIOR - Quickly modifies behavior to deal effectively with changes in the work environment; readily tries new approaches appropriate for new or changed situations; does not persist with ineffective behaviors.
BUILDING TRUST
Interacting with others in a way that gives them confidence in one’s intentions and those of the organization.

- **OPERATES WITH INTEGRITY** - Demonstrates honesty; keeps commitments; behaves in a consistent manner.
- **DISCLOSES OWN POSITIONS** - Shares thoughts, feelings, and rationale so that others understand personal positions.
- **REMAINS OPEN TO IDEAS** - Listens to others and objectively considers others’ ideas and opinions, even when they conflict with one’s own.
- **SUPPORTS OTHERS** - Treats people with dignity, respect, and fairness; gives proper credit to others; stands up for deserving others and their ideas even in the face of resistance or challenge.

GAINING COMMITMENT
Using appropriate interpersonal styles and techniques to gain acceptance of ideas or plans; modifying one’s own behavior to accommodate tasks, situations, and individuals involved.

- **OPENS DISCUSSIONS EFFECTIVELY** - Describes expectations, goals, requests, or future states in a way that provides clarity and excites interest.
- **CLARIFIES THE CURRENT SITUATION** - Seeks, gives, and summarizes information; ensures that the situation/issue at hand is understood.
- **DEVELOP OTHERS’ AND OWN IDEAS** - Presents own ideas; seeks and develops suggestions of others; makes procedural suggestions.
- **FACILITATES AGREEMENT** - Uses appropriate influence strategies (such as demonstrating benefits or giving rewards) to gain genuine agreement; persists by using different approaches as needed to gain commitment.
- **CLOSES DISCUSSIONS WITH CLEAR SUMMARIES** - Summarizes outcomes of discussions and establishes next steps if needed.
- **USES KEY PRINCIPLES** - Establishes good interpersonal relationships by helping people feel valued, appreciated, and included in discussions (enhances self-esteem, empathizes, involves, discloses, supports).
COMMUNICATION

Clearly conveying information and ideas through a variety of media to individuals or groups in a manner that engages the audience and helps them understand and retain the message.

- **ORGANIZES THE COMMUNICATION** - Clarifies purpose and importance; stresses major points; follows a logical sequence.

- **MAINTAINS AUDIENCE ATTENTION** - Keeps the audience engaged through use of techniques such as analogies, illustrations, humor, an appealing style, body language, and voice inflection.

- **ADJUSTS TO THE AUDIENCE** - Frames message in line with audience experience, background, and expectations; uses terms, examples, and analogies that are meaningful to the audience.

- **ENSURES UNDERSTANDING** - Seeks input from audience; checks understanding; presents message in different ways to enhance understanding.

- **ADHERES TO ACCEPTED CONVENTIONS** - Uses syntax, pace, volume, diction, and mechanics appropriate to the media being used.

- **COMPREHENDS COMMUNICATION FROM OTHERS** - Attends to messages from others; correctly interprets messages and responds appropriately.

QUALITY ORIENTATION

Accomplishing tasks by considering all areas involved, no matter how small; showing concern for all aspects of the job; accurately checking processes and tasks; being watchful over a period of time.

- **FOLLOWS PROCEDURES** - Accurately and carefully follows established procedures for completing work tasks.

- **ENSURES HIGH-QUALITY OUTPUT** - Vigilantly watches over job processes, tasks, and work products to ensure freedom from errors, omissions, or defects.

- **TAKES ACTION** - Initiates action to correct quality problems or notifies others of quality issues as appropriate.
MANAGING WORK (INCLUDES TIME MANAGEMENT)

Effectively managing one’s time and resources to ensure that work is completed efficiently.

- **PRIORITIZES** • Identifies more critical and less critical activities and tasks; adjusts priorities when appropriate.
- **MAKES PREPARATIONS** • Ensures that required equipment and/or materials are in appropriate locations so that own and others’ work can be done effectively.
- **SCHEDULES** • Effectively allocates own time to complete work; coordinates own and others’ schedules to avoid conflicts.
- **LEVERAGES RESOURCES** • Takes advantage of available resources (individuals, processes, departments, and tools) to complete work efficiently.
- **STAYS FOCUSED** • Uses time effectively and prevents irrelevant issues or distractions from interfering with work completion.
DECISION MAKING

Identifying and understanding issues, problems, and opportunities; comparing data from different sources to draw conclusions; using effective approaches for choosing a course of action or developing appropriate solutions; taking action that is consistent with available facts, constraints, and probable consequences.

- **Identifies Issues, Problems, and Opportunities** - Recognizes issues, problems, or opportunities and determines whether action is needed.
- **Gathers Information** - Identifies the need for and collects information to better understand issues, problems, and opportunities.
- **Interprets Information** - Integrates information from a variety of sources; detects trends, associations, and cause-effect relationships.
- **Generates Alternatives** - Creates relevant options for addressing problems/opportunities and achieving desired outcomes.
- **Chooses Appropriate Action** - Formulates clear decision criteria; evaluates options by considering implications and consequences; chooses an effective option.
- **Commits to Action** - Implements decisions or initiates action within a reasonable time.
- **Involves Others** - Includes others in the decision-making process as warranted to obtain good information, make the most appropriate decisions, and ensure buy-in and understanding of the resulting decisions.

CUSTOMER FOCUS

Making customers and their needs a primary focus of one’s actions; developing and sustaining productive customer relationships.

- **Seeks to Understand Customers** - Actively seeks information to understand customers’ circumstances, problems, expectations, and needs.
- **Educates Customers** - Shares information with customers to build their understanding of issues and capabilities.
- **Builds Collaborative Relationships** - Builds rapport and cooperative relationships with customers.
- **Takes Action to Meet Customer Needs and Concerns** - Considers how actions or plans will affect customers; responds quickly to meet customer needs and resolve problems; avoids overcommitments.
- **Sets Up Customer Feedback Systems** - Implements effective ways to monitor and evaluate customer concerns, issues, and satisfaction and to anticipate customer needs.
BUILDING STRATEGIC WORKING RELATIONSHIPS
Developing and using collaborative relationships to facilitate the accomplishment of work goals.

- **SEeks OPPORTUNITIES** - Proactively tries to build effective working relationships with other people.
- **CLARIFIES THE CURRENT SITUATION** - Probes for and provides information to clarify situations.
- **DEVELOPS OTHERS’ AND OWN IDEAS** - Seeks and expands on original ideas, enhances others’ ideas, and contributes own ideas about the issues at hand.
- **SUBORDINATES PERSONAL GOALS** - Places higher priority on team or organization goals than on own goals.
- **FACILITATES AGREEMENT** - Gains agreement from partners to support ideas or take partnership-oriented action; uses sound rationale to explain value of actions.
- **USES KEY PRINCIPLES** - Establishes good interpersonal relationships by helping people feel valued, appreciated, and included in discussions (enhances self-esteem, empathizes, involves, discloses, supports).

CONTINUOUS IMPROVEMENT
Originating action to improve existing conditions and processes; using appropriate methods to identify opportunities, implement solutions, and measure impact.

- **ASSESSES OPPORTUNITIES** - Reviews processes to identify gaps between requirements and current outputs.
- **DETERMINES CAUSES** - Identifies potential conditions that contribute to gaps or key variances; explores relationships between conditions and effects; distinguishes causes from symptoms and identifies primary causes.
- **TARGETS IMPROVEMENT IDEAS** - Generates ideas for solutions; analyzes the effect or impact of each solution; selects appropriate solutions.
- **IMPLEMENTS EFFECTIVE IMPROVEMENTS** - Tests solutions; gathers feedback on effectiveness; reviews impact on baseline measures; modifies solutions as appropriate to ensure effectiveness.
CONTINUOUS LEARNING

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.

• TARGETS LEARNING NEEDS - Seeks and uses feedback and other sources of information to identify appropriate areas for learning.

• SEeks LEARNING ACTIVITIES - 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 trial and error.

• TAKES RISKS IN LEARNING - Puts self in unfamiliar or uncomfortable situation in order to learn; asks questions at the risk of appearing foolish; takes on challenging or unfamiliar assignments.
ADAPTABILITY
Maintaining effectiveness when experiencing major changes in work tasks or the work environment; adjusting effectively to work within new work structures, processes, requirements, or cultures.

• TRIES TO UNDERSTAND CHANGES • Tries to understand changes in work tasks, situations, and environment as well as the logic or basis for change; actively seeks information about new work situations.

• APPROACHES CHANGE OR NEWNESS POSITIVELY • Treats change and new situations as opportunities for learning or growth; focuses on the beneficial aspects of change; speaks positively about the change to others.

• ADJUSTS BEHAVIOR • Quickly modifies behavior to deal effectively with changes in the work environment; readily tries new approaches appropriate for new or changed situations; does not persist with ineffective behaviors.
BUILDING TRUST

Interacting with others in a way that gives them confidence in one’s intentions and those of the organization.

• OPERATES WITH INTEGRITY - Demonstrates honesty; keeps commitments; behaves in a consistent manner.

• DISCLOSES OWN POSITIONS - Shares thoughts, feelings, and rationale so that others understand personal positions.

• REMAINS OPEN TO IDEAS - Listens to others and objectively considers others’ ideas and opinions, even when they conflict with one’s own.

• SUPPORTS OTHERS - Treats people with dignity, respect, and fairness; gives proper credit to others; stands up for deserving others and their ideas even in the face of resistance or challenge.
COMMUNICATION

Clearly conveying information and ideas through a variety of media to individuals or groups in a manner that engages the audience and helps them understand and retain the message.

- **ORGANIZES THE COMMUNICATION** - Clarifies purpose and importance; stresses major points; follows a logical sequence.

- **MAINTAINS AUDIENCE ATTENTION** - Keeps the audience engaged through use of techniques such as analogies, illustrations, humor, an appealing style, body language, and voice inflection.

- **ADJUSTS TO THE AUDIENCE** - Frames message in line with audience experience, background, and expectations; uses terms, examples, and analogies that are meaningful to the audience.

- **ENSURES UNDERSTANDING** - Seeks input from audience; checks understanding; presents message in different ways to enhance understanding.

- **ADHERES TO ACCEPTED CONVENTIONS** - Uses syntax, pace, volume, diction, and mechanics appropriate to the media being used.

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MANAGING WORK (INCLUDES TIME MANAGEMENT)

Effectively managing one’s time and resources to ensure that work is completed efficiently.

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• MAKES PREPARATIONS - Ensures that required equipment and/or materials are in appropriate locations so that own and others’ work can be done effectively.

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• LEVERSAGES RESOURCES - Takes advantage of available resources (individuals, processes, departments, and tools) to complete work efficiently.

• STAYS FOCUSED - Uses time effectively and prevents irrelevant issues or distractions from interfering with work completion.

QUALITY ORIENTATION

Accomplishing tasks by considering all areas involved, no matter how small; showing concern for all aspects of the job; accurately checking processes and tasks; being watchful over a period of time.

• FOLLOWS PROCEDURES - Accurately and carefully follows established procedures for completing work tasks.

• ENSURES HIGH-QUALITY OUTPUT - Vigilantly watches over job processes, tasks, and work products to ensure freedom from errors, omissions, or defects.

• TAKES ACTION - Initiates action to correct quality problems or notifies others of quality issues as appropriate.
BUILDING CUSTOMER LOYALTY

Effectively meeting customer needs; building productive customer relationships; taking responsibility for customer satisfaction and loyalty

• USES KEY PRINCIPLES - Establishes good interpersonal relationships by helping people feel valued, appreciated, and included in discussions (enhances self-esteem, empathizes, involves, discloses, supports).

• ACKNOWLEDGES THE PERSON - Greets customers promptly and courteously; gives customers full attention.

• CLARIFIES THE CURRENT SITUATION - Asks questions to determine needs; listens carefully; provides appropriate information; summarizes to check understanding.

• 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 unreasonable commitments.

• CONFIRMS SATISFACTION - Asks questions to check for satisfaction; commits to follow-through, if appropriate; thanks customer.

• TAKES THE “HEAT” - Handles upset customers by hearing the customer out, empathizing, apologizing, and taking personal responsibility for resolving customer problems/issues.

BUILDING STRATEGIC WORKING RELATIONSHIPS

İş hedeflerinin gerçekleştirilmesine yardımcı olmak amacı ile işbirlikleri geliştirmek.

• SEEKS OPPORTUNITIES - Proactively tries to build effective working relationships with other people.

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APPLIED LEARNING

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

• 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 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 trial and error.

ADAPTABILITY

Maintaining effectiveness when experiencing major changes in work tasks or the work environment; adjusting effectively to work within new work structures, processes, requirements, or cultures.

• TRIES TO UNDERSTAND CHANGES - Tries to understand changes in work tasks, situations, and environment as well as the logic or basis for change; actively seeks information about new work situations.

• APPROACHES CHANGE OR NEWNESS POSITIVELY - Treats change and new situations as opportunities for learning or growth; focuses on the beneficial aspects of change; speaks positively about the change to others.

• ADJUSTS BEHAVIOR - Quickly modifies behavior to deal effectively with changes in the work environment; readily tries new approaches appropriate for new or changed situations; does not persist with ineffective behaviors.
Administrative Support Competency Family

**BUSINESS MANAGEMENT**
- Building Customer Loyalty
- Managing Work

**INTERPERSONAL**
- Communication
- Building Partnerships

**PERSONAL ATTRIBUTES**
- Building Trust
- Quality Orientation
- Adaptive Learning
- Adaptability

**BUILDING TRUST**
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