

# Korn Ferry 360 Feedback Report

Sam Sample

Training

January 30, 2018



# Contents

About this report.....	3
About the survey.....	4
About the competencies.....	5

## Competencies.....6

How your competencies support your role .....	7
Your competency profile .....	8
Business insight .....	9
Customer focus .....	10
Financial acumen.....	11
Tech savvy .....	12
Manages complexity.....	13
Decision quality.....	14
Balances stakeholders .....	15
Global perspective .....	16
Cultivates innovation .....	17
Strategic mindset.....	18
Action oriented.....	19
Resourcefulness.....	20
Directs work .....	21
Plans and aligns .....	22
Optimizes work processes.....	23
Ensures accountability .....	24
Drives results .....	25
Collaborates.....	26
Manages conflict.....	27
Interpersonal savvy .....	28
Builds networks.....	29
Attracts top talent .....	30
Develops talent.....	31
Values differences.....	32
Builds effective teams .....	33
Communicates effectively .....	34
Drives engagement.....	35
Organizational savvy.....	36

Persuades .....	37
Drives vision and purpose .....	38
Courage .....	39
Instills trust .....	40
Demonstrates self-awareness .....	41
Self-development.....	42
Manages ambiguity .....	43
Nimble learning .....	44
Being resilient .....	45
Situational adaptability.....	46

## Career stallers and stoppers..... 47

Your career stallers and stoppers profile .....	48
Blocked personal learner.....	49
Lack of ethics and values.....	50
Political missteps.....	51
Poor administrator.....	52
Failure to build a team .....	53
Failure to staff effectively.....	54
Key skill deficiencies .....	55
Non-strategic.....	56
Overdependence on an advocate .....	57
Overdependence on a single skill.....	58

## Comments ..... 59

## Development suggestions..... 65

## About this report

This report contains your Korn Ferry 360 survey feedback.

### Competencies

Your feedback starts with an overview of your competency strengths and development needs. You can then explore each competency in more detail.

### Career stallers and stoppers

Your report includes feedback on career stallers and stoppers. Start with the overview and then explore each staller and stopper in more detail.

### Comments

Any comments made by you and your raters are reported here.

### Development suggestions

Development suggestions are included here.

## How to use this report

Feedback reveals how others experience your behavior. It helps you to confirm your strengths, accept your development needs, learn, and improve. Use your feedback to create your own realistic, achievable development plan. Identify goals that are meaningful to you, your role, and the people you work with.

### Which competencies do you want to develop or use more often?

By when?

---

---

---

What will the benefits be for you and others?

---

---

---

Who can you approach for ongoing feedback and support?

---

---

---

### Which career stallers and stoppers do you want to avoid or overcome?

By when?

---

---

---

What will the benefits be for you and others?

---

---

---

Who can you approach for ongoing feedback and support?

---

---

---

## About the survey

Number of responses reported: **13**

Responses gathered: **November 29, 2017 — January 24, 2018**

Norm: **All levels**

### The Korn Ferry 360 survey process

The people you work with will have their own view of your abilities, value them differently, and have their own concerns and needs. Feedback from different rater groups helps you understand these different views.

	Raters selected	Responses received	Responses reported
<b>Self</b>	1	1	1
<b>Manager</b>	1	1	1
<b>People you lead</b>	3	3	3
<b>Peers</b>	3	2	2
<b>Customers</b>	3	2	2
<b>Other raters</b>	3	2	2
<b>Manager's manager</b>	1	1	1
<b>Other manager</b>	1	1	1

This shows the numbers and types of raters and the status of their responses.

Responses from any managers are always reported. The anonymity of other types of raters is protected by combining their responses.

## Raters

The following people were asked to complete the survey:

### Manager

Jenny Swanson

### People you lead

Matthew Martin

Choua Yang

Rachel Craig

### Peers

Chloe Haag

Alex Marshall

Julizabeth Sosa

### Customers

James Kunz

Carly Milbrath

Derek LaVertu

### Other raters

Whitney Jenkins

Extra Other

Kris Christenson

### Manager's manager

Sarah Schaar-Pettit

### Other manager

Amy Keegan

## About the competencies

This shows how you demonstrate your competencies to others. Look for any strengths, opportunities for improvement, and potential development needs.

### THOUGHT

#### Understanding the business

- | Business insight
- ▶ Customer focus
- | Financial acumen
- ▶ Tech savvy

#### Making complex decisions

- ▶ Manages complexity
- | Decision quality
- | Balances stakeholders

#### Creating the new and different

- ▶ Global perspective
- ◀ Cultivates innovation
- | Strategic mindset

### RESULTS

#### Taking initiative

- ◀ Action oriented
- | Resourcefulness

#### Managing execution

- ◀ Directs work
- | Plans and aligns
- | Optimizes work processes

#### Focusing on performance

- ▶ Ensures accountability
- ◀ Drives results

### PEOPLE

#### Building collaborative relationships

- ▶ Collaborates
- ◀ Manages conflict
- ▶ Interpersonal savvy
- ▶ Builds networks

#### Optimizing diverse talent

- | Attracts top talent
- ◀ Develops talent
- ▶ Values differences
- | Builds effective teams

#### Influencing people

- ▶ Communicates effectively
- | Drives engagement
- ▶ Organizational savvy
- | Persuades
- ◀ Drives vision and purpose

### SELF

#### Being authentic

- ◀ Courage
- ▶ Instills trust

#### Being open

- ◀ Demonstrates self-awareness
- | Self-development

#### Being flexible and adaptable

- ◀ Manages ambiguity
- | Nimble learning
- ◀ Being resilient
- ◀ Situational adaptability

### CAREER STALLERS AND STOPPERS

#### Trouble with people

- Blocked personal learner
- Lack of ethics and values
- Political missteps

#### Doesn't inspire or build talent

- Poor administrator
- Failure to build a team
- Failure to staff effectively

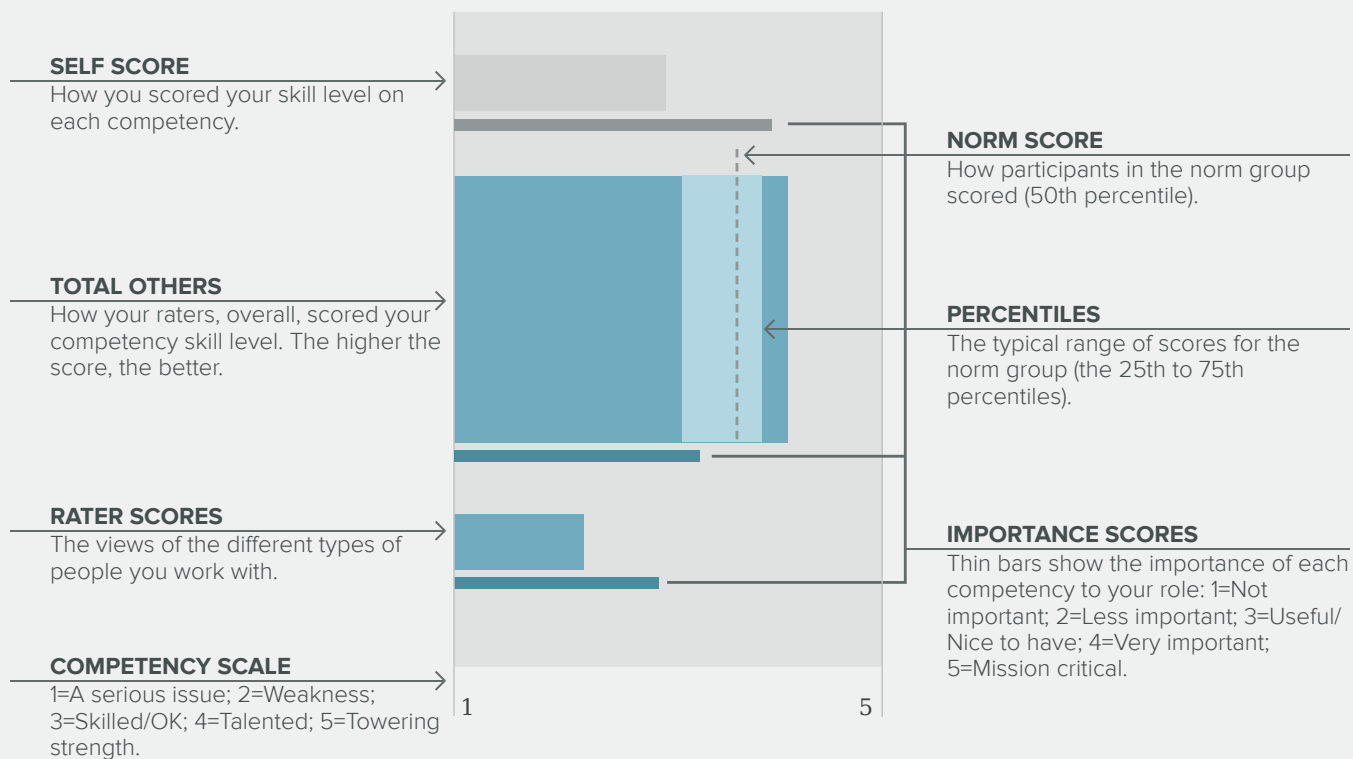
#### Too narrow

- Key skill deficiencies
- Non-strategic
- Overdependence on an advocate
- Overdependence on a single skill

# Competencies

Competencies are skills and behaviors required for success that can be observed. The right competencies drive results and enable you to have a meaningful impact. Feedback helps you compare how you intend to behave with how others experience your behavior.

## HOW TO READ THIS SECTION



### Agreement

The extent to which your raters agree on your skill levels.



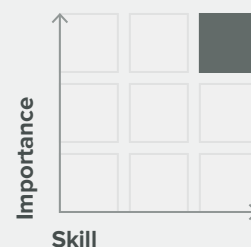
### Key insights

Look out for:

- Hidden strength**  
A strength that others observe more than you do.
- Blind spot**  
A development need that others observe more than you do.
- Potential overuse**  
A strength that some raters observe you overusing.

### Skill versus importance



Your raters' views on how your competencies support your role.



## How your competencies support your role

This shows your raters' views of your strengths, opportunities for improvement, and potential development needs. It also shows their views on how important your competencies are to your role.

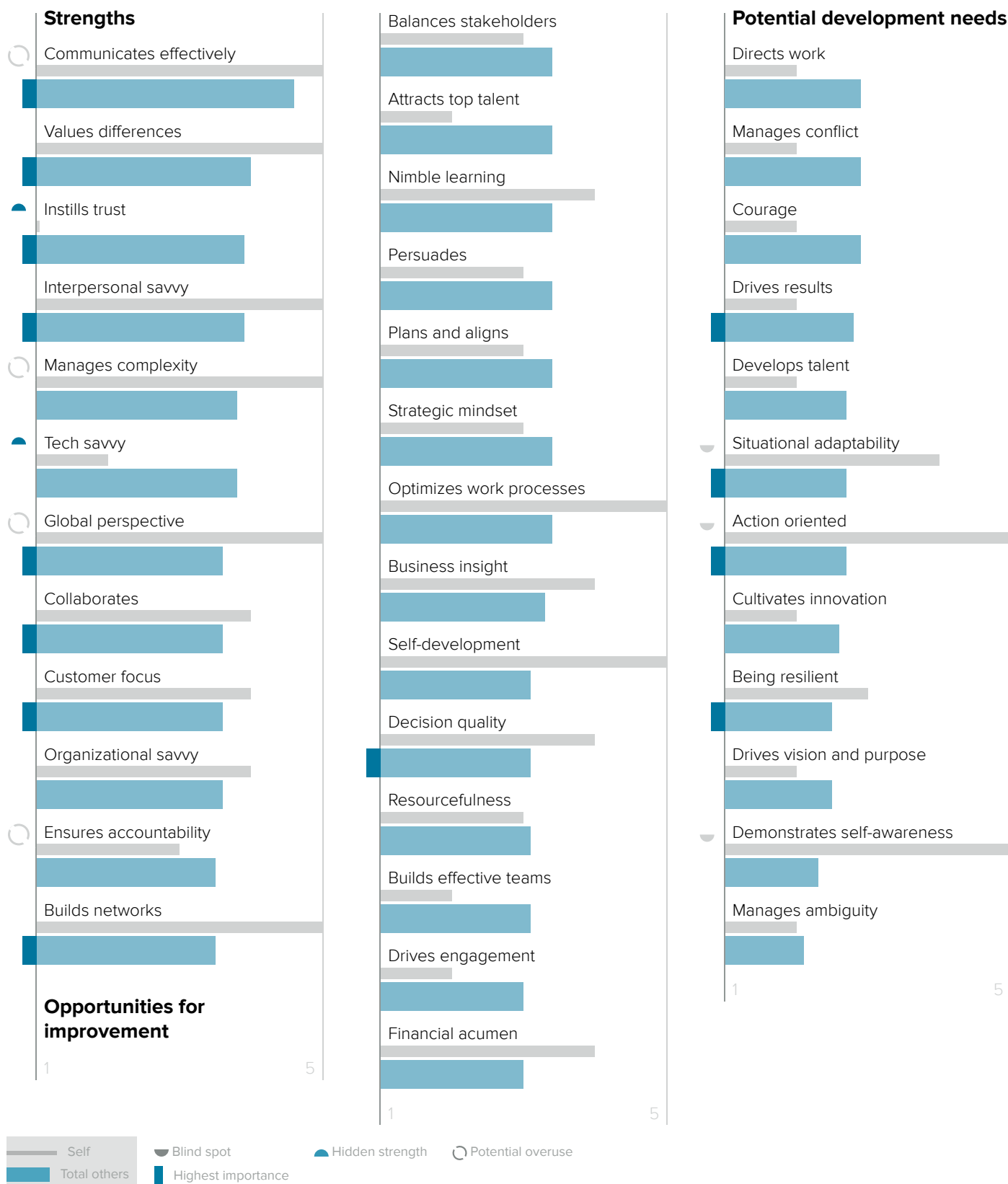
Start at the top, with the competencies that others rate as most important. Do their views differ from your view? Do their views on your lowest, mid-level, or highest competencies offer any insights or surprises? Which competencies do you want to strengthen, use more often, or develop?

	 <b>Lowest skill</b> Focus attention here	<b>Mid-level skill</b> Opportunities here	<b>Highest skill</b> Stay strong here	
<b>Highest importance to your role</b>	Drives results Action oriented Situational adaptability Being resilient	Decision quality	Communicates effectively Global perspective Values differences Interpersonal savvy Customer focus Instills trust Builds networks Collaborates	
<b>Middle importance to your role</b>	Courage Manages conflict Demonstrates self-awareness Manages ambiguity	Balances stakeholders Persuades Plans and aligns	Manages complexity Ensures accountability Organizational savvy	
<b>Lowest importance to your role</b>	Directs work Develops talent Cultivates innovation Drives vision and purpose	Financial acumen Business insight Attracts top talent Optimizes work processes Nimble learning Strategic mindset Resourcefulness Builds effective teams Self-development Drives engagement	Tech savvy	



## Your competency profile

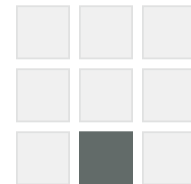
This ranks your raters' views of your strengths, opportunities for improvement, and potential development needs. It also shows your view, so that you can identify where it differs from others' experience. You can also see the competencies that others believe are most important to your role.





# Business insight

Applying knowledge of business and the marketplace to advance the organization's goals.



## Key insights

- Lowest importance
- Middle skill level
- High agreement

## This competency in action

### TALENTED

- Has an in-depth understanding of how businesses work and make money.
- Is the first to spot possible future policies, practices, and trends in the organization, with the competition, and in the marketplace.
- Consistently applies a business driver and marketplace focus when prioritizing actions.

### SKILLED

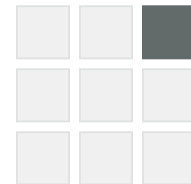
- Knows how businesses work and how organizations make money.
- Keeps up with current and possible future policies, practices, and trends in the organization, with the competition, and in the marketplace.
- Uses knowledge of business drivers and how strategies and tactics play out in the market to guide actions.

### LESS SKILLED

- Doesn't understand how businesses work.
- Is not up-to-date on current and future policies, trends, and information affecting the organization.
- Is unaware of how strategies and tactics work in the marketplace.
- Doesn't take business drivers into account when planning and executing own work.

# Customer focus

Building strong customer relationships and delivering customer-centric solutions.



## Key insights

- Highest importance
- Highest skill level
- Moderate agreement

## This competency in action

### TALENTED

- Anticipates customer needs and provides services that are beyond customer expectations.
- Uses customer insights to drive and guide the development of new offerings.
- Serves as a strategic partner to build, grow, and maintain profitable and long-lasting relationships with key accounts.

### SKILLED

- Gains insight into customer needs.
- Identifies opportunities that benefit the customer.
- Builds and delivers solutions that meet customer expectations.
- Establishes and maintains effective customer relationships.

### LESS SKILLED

- Is unaware of customer expectations.
- Acts on incomplete or inaccurate understanding of customer needs.
- Conducts work activities from an internal, operational standpoint.
- Fails to build effective relationships with key customers.

# Financial acumen

Interpreting and applying understanding of key financial indicators to make better business decisions.



## Key insights

- Lowest importance
- Middle skill level
- Moderate agreement

## This competency in action

### TALENTED

- Transforms financial information into business intelligence through analysis and integration of quantitative and qualitative information.
- Identifies and monitors key financial indicators to gauge performance, identify trends, and suggest strategies that can impact results.

### SKILLED

- Understands the meaning and implications of key financial indicators.
- Uses financial analysis to generate, evaluate, and act on strategic options and opportunities.
- Integrates quantitative and qualitative information to draw accurate conclusions.

### LESS SKILLED

- Is unfamiliar with financial terms.
- Is unclear about the cause-and-effect relationships among different business functions and overall financial performance.
- Pays little attention to financial impact when drawing conclusions.

# Tech savvy

Anticipating and adopting innovations in business-building digital and technology applications.



## Key insights

- Lowest importance
- Highest skill level
- Low agreement
- Hidden strength

## This competency in action

### TALENTED

- Continually scans the environment for technology breakthroughs.
- Experiments with a wide range of existing technologies while applying new and emerging options that can enhance organizational outcomes.
- Encourages others to learn and adopt new technologies.

### SKILLED

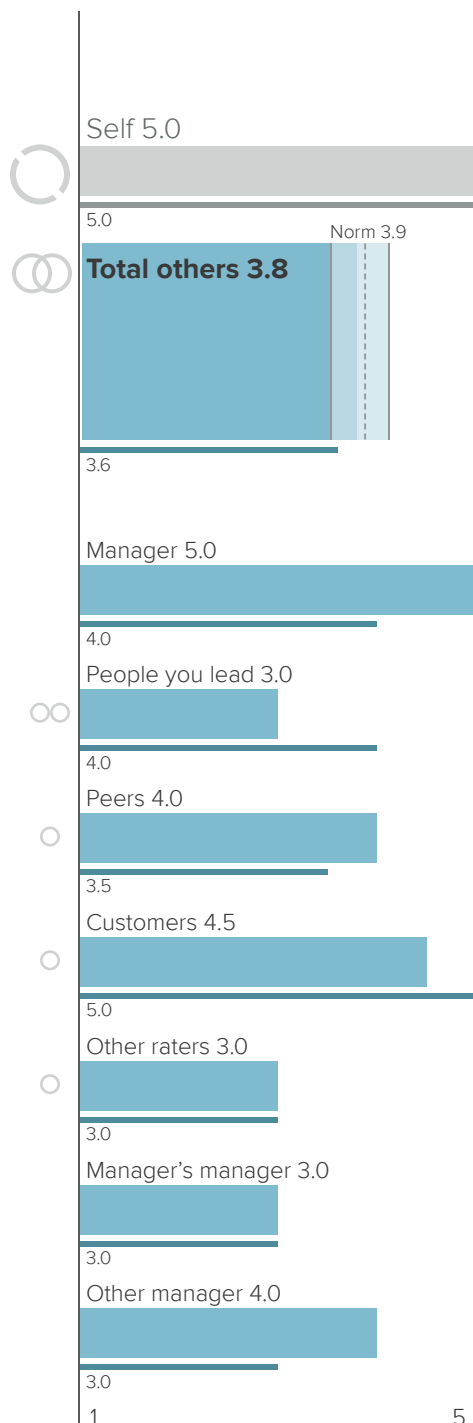
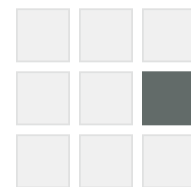
- Anticipates the impact of emerging technologies and makes adjustments.
- Scans the environment for new technical skills, knowledge, or capabilities that can benefit business or personal performance.
- Rejects low-impact or fad technologies.
- Readily learns and adopts new technologies.

### LESS SKILLED

- Is inexperienced with key technology tools or too comfortable with existing applications to willingly adopt new technologies.
- Fails to seek out new or innovative technologies that could add business value.

# Manages complexity

Making sense of complex, high quantity, and sometimes contradictory information to effectively solve problems.



## Key insights

- Middle importance
- Highest skill level
- Potential overuse
- Moderate agreement

## This competency in action

### TALENTED

- Readily distinguishes between what's relevant and what's unimportant to make sense of complex situations.
- Looks beyond the obvious and doesn't stop at the first answers.
- Analyzes multiple and diverse sources of information to define problems accurately before moving to solutions.

### SKILLED

- Asks the right questions to accurately analyze situations.
- Acquires data from multiple and diverse sources when solving problems.
- Uncovers root causes to difficult problems.
- Evaluates pros and cons, risks and benefits of different solution options.

### LESS SKILLED

- Misses the complexity of issues and force fits solutions.
- Doesn't gather sufficient information to assess situations completely.
- Relies solely on intuition, even when contrary information exists.
- Is caught off guard when problems surface without an obvious solution.

# Decision quality

Making good and timely decisions that keep the organization moving forward.



## Key insights

- Highest importance
- Middle skill level
- Moderate agreement

## This competency in action

### TALENTED

- Decisively makes high-quality decisions, even when based on incomplete information or in the face of uncertainty.
- Actively seeks input from pertinent sources to make timely and well-informed decisions.
- Skillfully separates opinions from facts.
- Is respected by others for displaying superior judgment.

### SKILLED

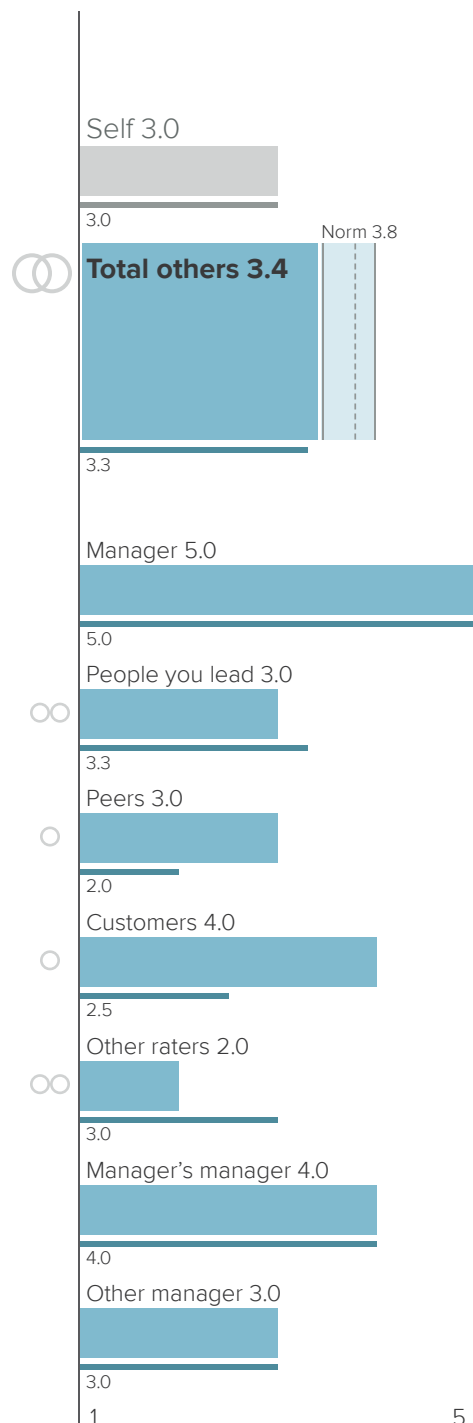
- Makes sound decisions, even in the absence of complete information.
- Relies on a mixture of analysis, wisdom, experience, and judgment when making decisions.
- Considers all relevant factors and uses appropriate decision-making criteria and principles.
- Recognizes when a quick 80% solution will suffice.

### LESS SKILLED

- Approaches decisions haphazardly or delays decision making.
- Makes decisions based on incomplete data or inaccurate assumptions.
- Ignores different points of view or makes decisions that impact short-term results at the expense of longer-term goals.

# Balances stakeholders

Anticipating and balancing the needs of multiple stakeholders.



## Key insights

- Middle importance
- Middle skill level
- Moderate agreement

## This competency in action

### TALENTED

- Maintains frequent interactions with a broad stakeholder network.
- Takes a proactive approach to shape and influence stakeholder expectations.
- Serves as a liaison between different stakeholder groups.
- Effectively aligns the interests of multiple, diverse stakeholders.

### SKILLED

- Understands internal and external stakeholder requirements, expectations, and needs.
- Balances the interests of multiple stakeholders.
- Considers cultural and ethical factors in the decision-making process.
- Acts fairly despite conflicting demands of stakeholders.

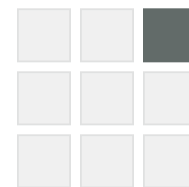
### LESS SKILLED

- Focuses on meeting current expectations and needs of a limited number of stakeholders.
- Considers some stakeholders' interests more strongly than others'.
- Allows conflicting stakeholder demands to unfairly influence actions.



## Global perspective

Taking a broad view when approaching issues, using a global lens.



### Key insights

- Highest importance
- Highest skill level
- Potential overuse
- Moderate agreement

### This competency in action

#### TALENTED

- Considers multiple and varied viewpoints when addressing problems and opportunities.
- Thinks globally; excels at viewing issues on a worldwide basis.
- Develops scenarios to deal with the global uncertainties the organization faces.

#### SKILLED

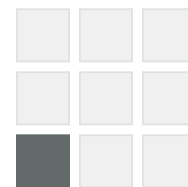
- Looks toward the broadest possible view of an issue or challenge.
- Thinks and talks in global terms.
- Understands the position of the organization within a global context.
- Knows the impact of global trends on the organization.

#### LESS SKILLED

- Is narrow in thinking when solving problems.
- Seldom comes up with multiple options or scenarios when addressing global issues.
- Maintains a home region or local-only perspective.
- Focuses on the here and now; shows little interest in the future or global issues.

# Cultivates innovation

Creating new and better ways for the organization to be successful.



## Key insights

- Lowest importance
- Lowest skill level
- Moderate agreement

## This competency in action

### TALENTED

- Moves beyond traditional ways of doing things; pushes past the status quo.
- Continually assesses the market potential of an innovative idea or solution.
- Finds and champions the best creative ideas and actively moves them into implementation.
- Tries multiple, varied approaches to innovative ideas.
- Builds excitement in others to explore creative options.

### SKILLED

- Comes up with useful ideas that are new, better, or unique.
- Introduces new ways of looking at problems.
- Can take a creative idea and put it into practice.
- Encourages diverse thinking to promote and nurture innovation.

### LESS SKILLED

- Stays within comfort zone rather than experimenting with new ways of looking at things.
- Presents ideas that are ordinary, conventional, and from the past.
- Tends to be critical of others' original ideas.
- Has a style that discourages the creative initiatives of others.

# Strategic mindset

Seeing ahead to future possibilities and translating them into breakthrough strategies.



## Key insights

- Lowest importance
- Middle skill level
- Moderate agreement

## This competency in action

### TALENTED

- Sees the big picture, constantly imagines future scenarios, and creates strategies to sustain competitive advantage.
- Is a visionary and able to articulately paint credible pictures and visions of possibilities and likelihoods.
- Formulates a clear strategy and maps the aggressive steps that will clearly accelerate the organization toward its strategic goals.

### SKILLED

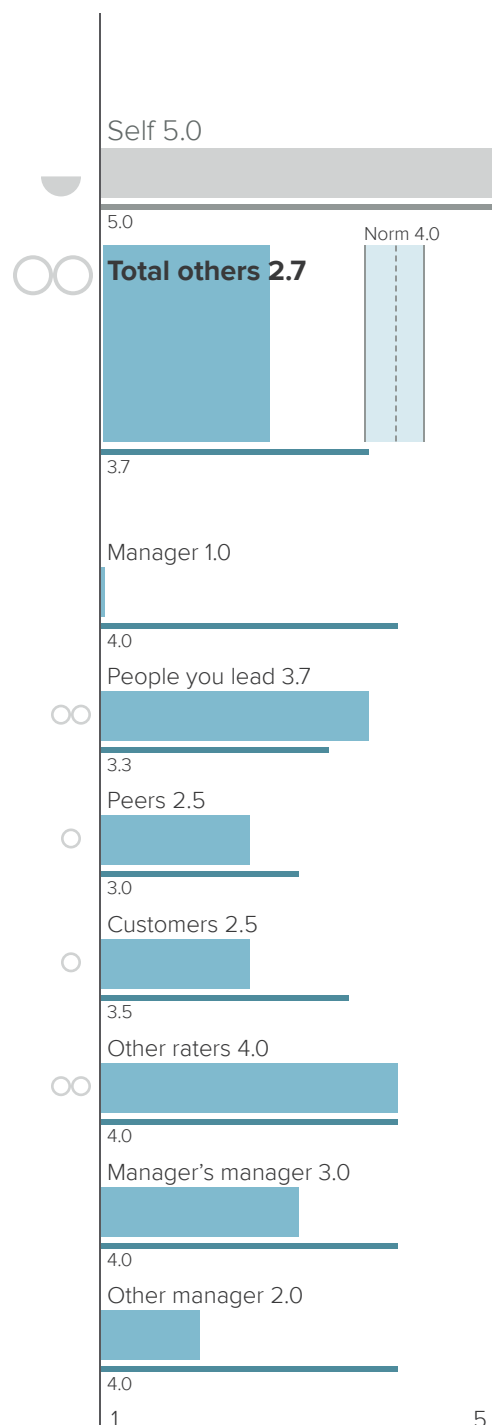
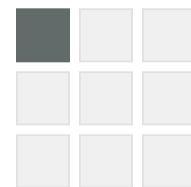
- Anticipates future trends and implications accurately.
- Readily poses future scenarios.
- Articulates credible pictures and visions of possibilities that will create sustainable value.
- Creates competitive and breakthrough strategies that show a clear connection between vision and action.

### LESS SKILLED

- Is more comfortable in the tactical here and now.
- Spends little time or effort thinking about or working on strategic issues.
- Contributes little to strategic discussions.
- Lacks the disciplined thought processes to pull together varying elements into a coherent view.

## Action oriented

Taking on new opportunities and tough challenges with a sense of urgency, high energy, and enthusiasm.



### Key insights

- Highest importance
- Lowest skill level
- Low agreement
- Blind spot

### This competency in action

#### TALENTED

- Quickly and decisively takes action in fast-changing, unpredictable situations.
- Shows a tremendous amount of initiative in tough situations; is exceptional at spotting and seizing opportunities.

#### SKILLED

- Readily takes action on challenges, without unnecessary planning.
- Identifies and seizes new opportunities.
- Displays a can-do attitude in good and bad times.
- Steps up to handle tough issues.

#### LESS SKILLED

- Is slow to act on an opportunity.
- Spends too much time planning and looking for information.
- May be overly methodical, taking too long to act on a problem.
- Is reluctant to step up to challenges; waits for someone else to take action.

# Resourcefulness

Securing and deploying resources effectively and efficiently.



## Key insights

- Lowest importance
- Middle skill level
- High agreement

## This competency in action

### TALENTED

- Gets the most out of available resources and secures rare resources others can't get.
- Adapts quickly to changing resource requirements.
- Enjoys multi-tasking; applies knowledge of the organization to advance multiple objectives.

### SKILLED

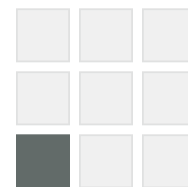
- Marshals resources (people, funding, material, support) to get things done.
- Orchestrates multiple activities simultaneously to accomplish a goal.
- Gets the most out of limited resources.
- Applies knowledge of internal structures, processes, and culture to resourcing efforts.

### LESS SKILLED

- Has difficulty figuring out where to get resources.
- Relies on the same resources over and over.
- Gets frustrated and becomes inefficient when things don't go as planned.
- Tries to impose one way of doing things; doesn't adjust swiftly enough.

# Directs work

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



## Key insights

- Lowest importance
- Lowest skill level
- High agreement

## This competency in action

### TALENTED

- Masterfully matches people to assignments.
- Conveys clear performance expectations and follows up consistently.
- Sets stretch goals and objectives, pushing individuals or teams to perform at higher levels.
- Delegates work in a way that empowers ownership.
- Tracks how work is progressing without meddling.

### SKILLED

- Provides clear direction and accountabilities.
- Delegates and distributes assignments and decisions appropriately.
- Monitors progress by maintaining dialogue on work and results.
- Provides appropriate guidance and direction based on people's capabilities.
- Intervenes as needed to remove obstacles.

### LESS SKILLED

- Provides incomplete, vague, or disorganized instructions.
- Delegates work to people without giving them sufficient guidance.
- Sets goals and objectives so easy to achieve that people are demotivated in the process.
- Saves high-profile tasks for self.

# Plans and aligns

Planning and prioritizing work to meet commitments aligned with organizational goals.



## Key insights

- Middle importance
- Middle skill level
- Low agreement

## This competency in action

### TALENTED

- Focuses on highest priorities and sets aside less critical tasks.
- Lays out a thorough schedule and steps for achieving objectives.
- Makes implementation plans that allocate resources precisely.
- Looks for obstacles and develops excellent contingency plans.
- Uses milestones to diligently track and manage the progress of the work.

### SKILLED

- Sets objectives to align with broader organizational goals.
- Breaks down objectives into appropriate initiatives and actions.
- Stages activities with relevant milestones and schedules.
- Anticipates and adjusts effective contingency plans.

### LESS SKILLED

- Gets caught up in immediate needs without attending to larger priorities.
- Spends time and resources without a clear purpose.
- Gets caught off guard by problems due to the lack of contingency plans.
- Haphazardly tracks progress or performance.



# Optimizes work processes

Knowing the most effective and efficient processes to get things done, with a focus on continuous improvement.



## Key insights

- Lowest importance
- Middle skill level
- Moderate agreement

## This competency in action

### TALENTED

- Figures out the processes necessary to get things done.
- Separates and combines tasks into efficient and simple workflow.
- Thinks about the whole system.
- Focuses efforts on continuous improvement; has a knack for identifying and seizing opportunities for synergy and integration.

### SKILLED

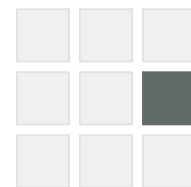
- Identifies and creates the processes necessary to get work done.
- Separates and combines activities into efficient workflow.
- Designs processes and procedures that allow managing from a distance.
- Seeks ways to improve processes, from small tweaks to complete reengineering.

### LESS SKILLED

- Works in a disorganized fashion.
- Has difficulty figuring out effective and efficient processes to get things done.
- Accepts processes as they are; pays little attention to process improvement.
- Doesn't take advantage of opportunities for synergy and efficiency.

# Ensures accountability

Holding self and others accountable to meet commitments.



## Key insights

- Middle importance
- Highest skill level
- Potential overuse
- Moderate agreement

## This competency in action

### TALENTED

- Assumes responsibility for the outcomes of others.
- Promotes a sense of urgency and establishes and enforces individual accountability in the team.
- Works with people to establish explicit performance standards.
- Is completely on top of what is going on and knows where things stand.
- Provides balanced feedback at the most critical times.

### SKILLED

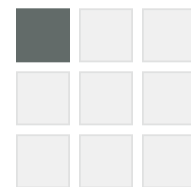
- Follows through on commitments and makes sure others do the same.
- Acts with a clear sense of ownership.
- Takes personal responsibility for decisions, actions, and failures.
- Establishes clear responsibilities and processes for monitoring work and measuring results.
- Designs feedback loops into work.

### LESS SKILLED

- Fails to accept a fair share of personal responsibility.
- Gathers little information about how things are going.
- Provides inadequate feedback; fails to help others adjust course midstream.
- Prefers to be one of many accountable for an assignment.

## Drives results

Consistently achieving results, even under tough circumstances.



### Key insights

- Highest importance
- Lowest skill level
- Low agreement

### This competency in action

#### TALENTED

- Sets aggressive goals and has high standards.
- Is consistently one of the top performers.
- Pursues everything with energy, drive, and the need to finish.
- Persists in the face of challenges and setbacks.
- Always keeps the end in sight; puts in extra effort to meet deadlines.

#### SKILLED

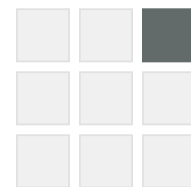
- Has a strong bottom-line orientation.
- Persists in accomplishing objectives despite obstacles and setbacks.
- Has a track record of exceeding goals successfully.
- Pushes self and helps others achieve results.

#### LESS SKILLED

- Is reluctant to push for results.
- Does the least to get by.
- Is an inconsistent performer.
- Gives up easily; doesn't go back with different strategies for the third and fourth try.
- Often misses deadlines.
- Procrastinates around whatever gets in the way.

# Collaborates

Building partnerships and working collaboratively with others to meet shared objectives.



## Key insights

- Highest importance
- Highest skill level
- Moderate agreement

## This competency in action

### TALENTED

- Models collaboration across the organization.
- Facilitates an open dialogue with a wide variety of contributors and stakeholders.
- Balances own interests with others'.
- Promotes high visibility of shared contributions to goals.

### SKILLED

- Works cooperatively with others across the organization to achieve shared objectives.
- Represents own interests while being fair to others and their areas.
- Partners with others to get work done.
- Credits others for their contributions and accomplishments.
- Gains trust and support of others.

### LESS SKILLED

- Overlooks opportunities to work collaboratively with others.
- Values own interests above others'.
- Shuts down lines of communication across groups.
- Prefers to work alone and be accountable for individual contributions.

# Manages conflict

Handling conflict situations effectively, with a minimum of noise.



## Key insights

- Middle importance
- Lowest skill level
- Low agreement

## This competency in action

### TALENTED

- Anticipates conflicts before they happen, based on knowledge of interpersonal and group dynamics.
- Asks questions and listens closely to all issues presented by stakeholders.
- Finds common ground and drives to consensus, ensuring that all feel heard.
- Defuses high-tension situations effectively.

### SKILLED

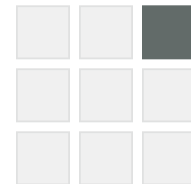
- Steps up to conflicts, seeing them as opportunities.
- Works out tough agreements and settles disputes equitably.
- Facilitates breakthroughs by integrating diverse views and finding common ground or acceptable alternatives.
- Settles differences in productive ways with minimum noise.

### LESS SKILLED

- Avoids conflict.
- Struggles to make progress when working through disagreements.
- Takes sides without digging deeply enough to fully understand the issues.
- Allows conflicts to cause massive disruption in the organization.
- Puts people on the defensive.
- May accommodate, wanting everyone to get along.

# Interpersonal savvy

Relating openly and comfortably with diverse groups of people.



## Key insights

- Highest importance
- Highest skill level
- High agreement

## This competency in action

### TALENTED

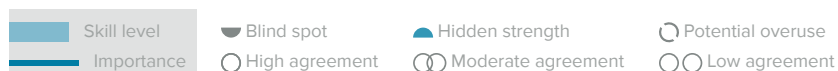
- Proactively develops relationships with a wide variety of people.
- Builds immediate rapport, even when facing difficult or tense situations.
- Understands interpersonal and group dynamics and reacts in an effective manner.
- Engages input from others constantly and listens with empathy and concern.

### SKILLED

- Relates comfortably with people across levels, functions, culture, and geography.
- Acts with diplomacy and tact.
- Builds rapport in an open, friendly, and accepting way.
- Builds constructive relationships with people both similar and different to self.
- Picks up on interpersonal and group dynamics.

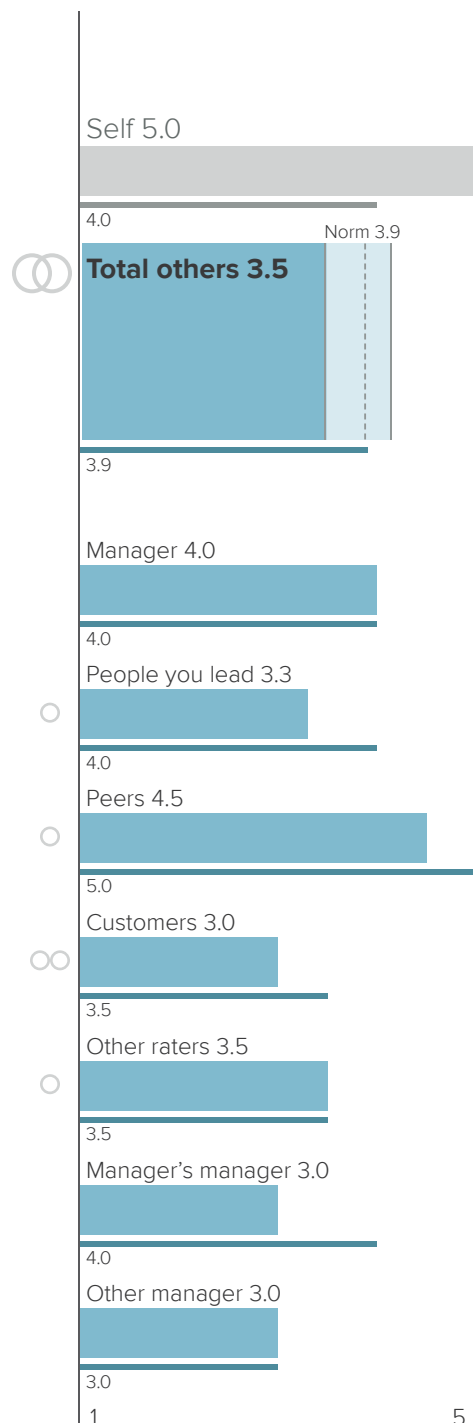
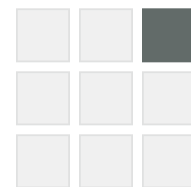
### LESS SKILLED

- Builds few relationships.
- Engages with people in immediate work area only.
- Is uncomfortable when interacting with people different from self.
- Expresses points of view in a blunt or insensitive manner.
- Shows little interest in others' needs.



# Builds networks

Effectively building formal and informal relationship networks inside and outside the organization.



## Key insights

- Highest importance
- Highest skill level
- Moderate agreement

## This competency in action

### TALENTED

- Consults with a wide network of internal and external connections.
- Connects the right people to accomplish goals.
- Works through formal and informal channels to build broad-based relationships and support.

### SKILLED

- Builds strong formal and informal networks.
- Maintains relationships across a variety of functions and locations.
- Draws upon multiple relationships to exchange ideas, resources, and know-how.

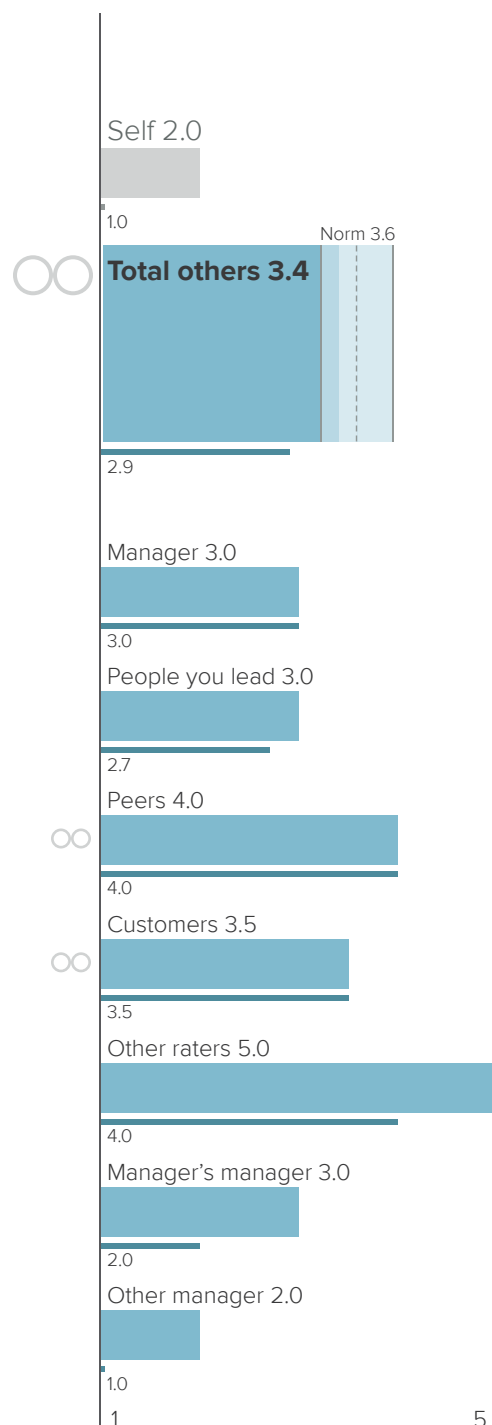
### LESS SKILLED

- Builds limited relationships with different groups.
- Has difficulty determining who to contact for resources or knowledge.
- Doesn't tap into networks beyond own immediate area to exchange ideas or get things done.



# Attracts top talent

Attracting and selecting the best talent to meet current and future business needs.



## Key insights

- Lowest importance
- Middle skill level
- Low agreement

## This competency in action

### TALENTED

- Actively seeks and secures the best talent available.
- Creates pipelines of talent for the future from both internal and external talent pools.
- Evaluates talent using a thorough and consistent process.

### SKILLED

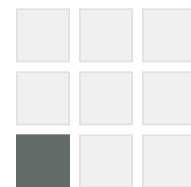
- Attracts and selects diverse and high caliber talent.
- Finds the right talent to meet the group's needs.
- Closes talent gaps with the right balance of internal and external candidates.
- Is a good judge of talent.

### LESS SKILLED

- Haphazardly selects talent into the organization.
- Takes little action to match the talent to the role or organization.
- Is unclear about selection criteria or how to evaluate others' skills.
- Selects people that are very similar to self.

# Develops talent

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



## Key insights

- Lowest importance
- Lowest skill level
- Moderate agreement

## This competency in action

### TALENTED

- Views talent development as an organizational imperative.
- Consistently uses multiple methods to develop others.
- Stays alert for developmental assignments both inside and outside own workgroup.
- Readily articulates the value and benefit of stretch assignments to others.

### SKILLED

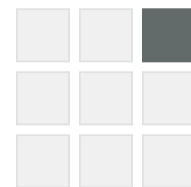
- Places a high priority on developing others.
- Develops others through coaching, feedback, exposure, and stretch assignments.
- Aligns employee career development goals with organizational objectives.
- Encourages people to accept developmental moves.

### LESS SKILLED

- Doesn't take time to work on development of others.
- Is a check-the-box developer; goes with the easiest option to fulfill talent development obligations.
- Doesn't make use of available organization resources and systems to develop others.
- Has difficulty identifying developmental moves or assignments.

## Values differences

Recognizing the value that different perspectives and cultures bring to an organization.



### Key insights

- Highest importance
- Highest skill level
- Moderate agreement

### This competency in action

#### TALENTED

- Actively seeks out information about a wide variety of cultures and viewpoints.
- Promotes a team environment that values, encourages, and supports differences.
- Ensures that different experiences, styles, backgrounds, and perspectives are leveraged appropriately.
- Senses how differences will play out in terms of needs, values, and motivators.

#### SKILLED

- Seeks to understand different perspectives and cultures.
- Contributes to a work climate where differences are valued and supported.
- Applies others' diverse experiences, styles, backgrounds, and perspectives to get results.
- Is sensitive to cultural norms, expectations, and ways of communicating.

#### LESS SKILLED

- Lacks awareness of other cultures.
- Treats everybody the same without regard to their differences.
- Expects everyone to adapt to his/her way of thinking and communicating.
- Lacks curiosity and interest in different people's backgrounds and perspectives.

## Builds effective teams

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



### Key insights

- Lowest importance
- Middle skill level
- Moderate agreement

### This competency in action

#### TALENTED

- Defines success in terms of the whole team.
- Recognizes that leveraging each team member's unique background and perspective is critical to achieving team goals.
- Rallies others behind common team goals.
- Places team goals ahead of own goals.

#### SKILLED

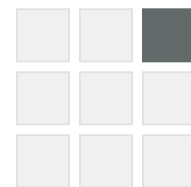
- Forms teams with appropriate and diverse mix of styles, perspectives, and experience.
- Establishes common objectives and a shared mindset.
- Creates a feeling of belonging and strong team morale.
- Shares wins and rewards team efforts.
- Fosters open dialogue and collaboration among the team.

#### LESS SKILLED

- Doesn't create a common mindset or challenge.
- Fails to recognize that morale, recognition, and belongingness are integral ingredients of effective teams.
- Prioritizes and rewards individual efforts rather than team achievements.
- Doesn't shape and distribute assignments in a way that encourages teamwork.

# Communicates effectively

Developing and delivering multi-mode communications that convey a clear understanding of the unique needs of different audiences.



## Key insights

- Highest importance
- Highest skill level
- Potential overuse
- High agreement

## This competency in action

### TALENTED

- Delivers messages in a clear, compelling, and concise manner.
- Actively listens and checks for understanding.
- Articulates messages in a way that is broadly understandable.
- Adjusts communication content and style to meet the needs of diverse stakeholders.
- Models and encourages the expression of diverse ideas and opinions.

### SKILLED

- Is effective in a variety of communication settings: one-on-one, small and large groups, or among diverse styles and position levels.
- Attentively listens to others.
- Adjusts to fit the audience and the message.
- Provides timely and helpful information to others across the organization.
- Encourages the open expression of diverse ideas and opinions.

### LESS SKILLED

- Has difficulty communicating clear written and verbal messages.
- Tends to always communicate the same way without adjusting to diverse audiences.
- Doesn't take the time to listen or understand others' viewpoints.
- Doesn't consistently share information others need to do their jobs.

# Drives engagement

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



## Key insights

- Lowest importance
- Middle skill level
- Low agreement

## This competency in action

### TALENTED

- Creates a positive and motivating working environment.
- Knows what motivates different people and aligns work accordingly.
- Gives others appropriate latitude to get work done.
- Invites input from others.
- Makes people feel that their contributions are visible and valued.

### SKILLED

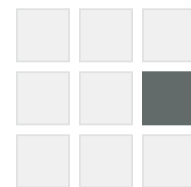
- Structures the work so it aligns with people's goals and motivators.
- Empowers others.
- Makes each person feel his/her contributions are important.
- Invites input and shares ownership and visibility.
- Shows a clear connection between people's motivators and the organizational goals.

### LESS SKILLED

- Has little insight into what motivates others.
- Doesn't give people enough flexibility and autonomy to do their work.
- Does little to create enthusiasm.
- Is unwilling to share ownership and give up control of assignments.

# Organizational savvy

Maneuvering comfortably through complex policy, process, and people-related organizational dynamics.



## Key insights

- Middle importance
- Highest skill level
- Moderate agreement

## This competency in action

### TALENTED

- Navigates the political complexities of the organization easily.
- Has a clear understanding of other groups' business priorities.
- Avoids provoking tension between groups.
- Uses knowledge of organizational culture to achieve objectives.

### SKILLED

- Is sensitive to how people and organizations function.
- Anticipates land mines and plans approach accordingly.
- Deals comfortably with organizational politics.
- Knows who has power, respect, and influence.
- Steers through the organizational maze to get things done.

### LESS SKILLED

- Overlooks or disregards the political complexities of the organization.
- Pursues own area's goals without considering the impact on other groups.
- Says and does things that strain organizational relationships.
- Tends to be impatient with organizational processes and makes political errors.



# Persuades

Using compelling arguments to gain the support and commitment of others.



## Key insights

- Middle importance
- Middle skill level
- Moderate agreement

## This competency in action

### TALENTED

- Shares own ideas in a compelling manner that gains commitment from others.
- Negotiates skillfully and creates minimal noise when working toward an agreed-upon solution.
- Finds common ground and acceptable alternatives that satisfy the needs of multiple stakeholders.

### SKILLED

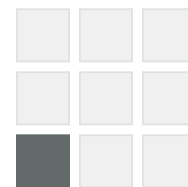
- Positions views and arguments appropriately to win support.
- Convinces others to take action.
- Negotiates skillfully in tough situations.
- Wins concessions without damaging relationships.
- Responds effectively to the reactions and positions of others.

### LESS SKILLED

- Pushes own point of view too strongly.
- Fails to win support or buy-in from others.
- Is unable to negotiate solutions that are agreeable to all.
- Responds negatively to the reactions and positions of others.
- Has difficulty articulating a logical argument that supports own position.

# Drives vision and purpose

Painting a compelling picture of the vision and strategy that motivates others to action.



## Key insights

- Lowest importance
- Lowest skill level
- Moderate agreement

## This competency in action

### TALENTED

- Articulates a compelling, inspired, and relatable vision.
- Communicates the vision with a sense of purpose about the future.
- Makes the vision sharable by everyone.
- Instills and sustains organization-wide energy for what is possible.

### SKILLED

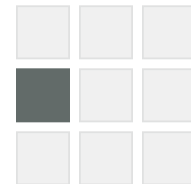
- Talks about future possibilities in a positive way.
- Creates milestones and symbols to rally support behind the vision.
- Articulates the vision in a way everyone can relate to.
- Creates organization-wide energy and optimism for the future.
- Shows personal commitment to the vision.

### LESS SKILLED

- Fails to personally connect with the organization's vision.
- Has difficulty describing the vision in a compelling way.
- Can't simplify enough to help people understand complex strategy.
- Struggles to energize and build excitement in others.

# Courage

Stepping up to address difficult issues, saying what needs to be said.



## Key insights

- Middle importance
- Lowest skill level
- Low agreement

## This competency in action

### TALENTED

- Tackles difficult issues with optimism and confidence.
- Shares sensitive messages or unpopular points of view in a motivating manner.
- Lets people know where they stand, honestly and sensitively.
- Volunteers to tackle and lead tough assignments.

### SKILLED

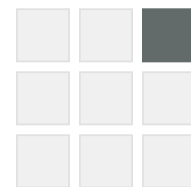
- Readily tackles tough assignments.
- Faces difficult issues and supports others who do the same.
- Provides direct and actionable feedback.
- Is willing to champion an idea or position despite dissent or political risk.

### LESS SKILLED

- Shies away from difficult issues or challenging assignments.
- Expresses point of view in an indirect manner.
- Avoids giving corrective feedback.
- Fails to take a stand on important issues.

# Instills trust

Gaining the confidence and trust of others through honesty, integrity, and authenticity.



## Key insights

- Highest importance
- Highest skill level
- Moderate agreement
- Hidden strength

## This competency in action

### TALENTED

- Gains the confidence and trust of others easily.
- Honors commitments and keeps confidences.
- Expresses self in a credible and transparent manner.
- Models high standards of honesty and integrity.

### SKILLED

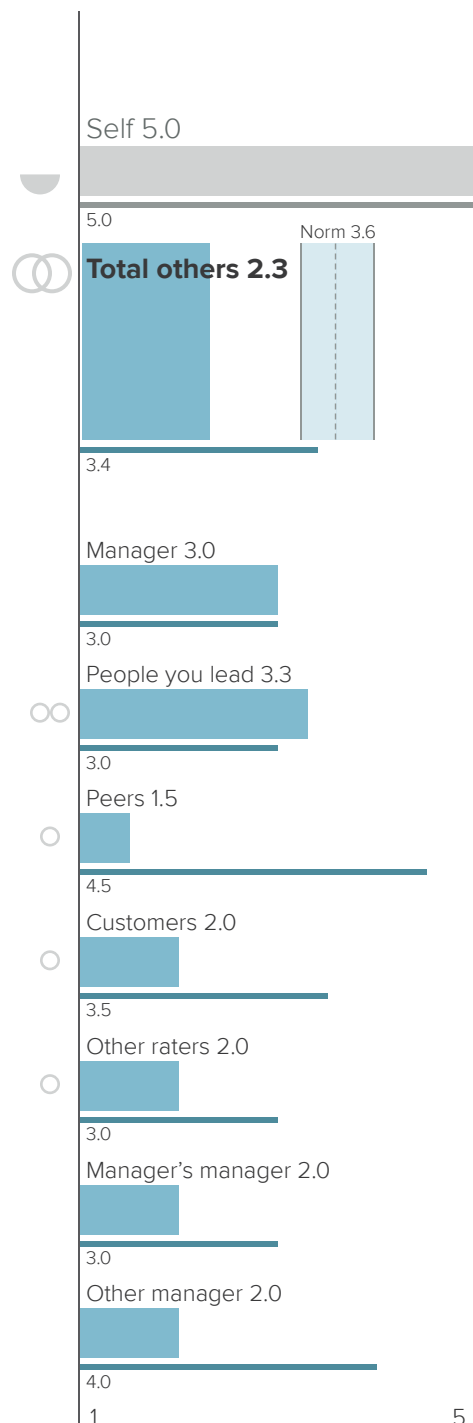
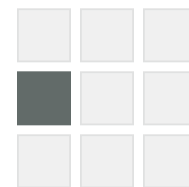
- Follows through on commitments.
- Is seen as direct and truthful.
- Keeps confidences.
- Practices what he/she preaches.
- Shows consistency between words and actions.

### LESS SKILLED

- Lacks consistent follow-through on commitments.
- Betrays confidences and covers up mistakes.
- Misrepresents facts for personal gain.
- Has trouble keeping confidences.
- Makes promises but doesn't always keep them.

## Demonstrates self-awareness

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



### Key insights

- Middle importance
- Lowest skill level
- Moderate agreement
- Blind spot

### This competency in action

#### TALENTED

- Seeks and acts on feedback from a wide variety of people.
- Willingly admits and takes responsibility for mistakes and shortcomings.
- Views criticism as helpful.
- Can articulate the causes behind own feelings and moods.

#### SKILLED

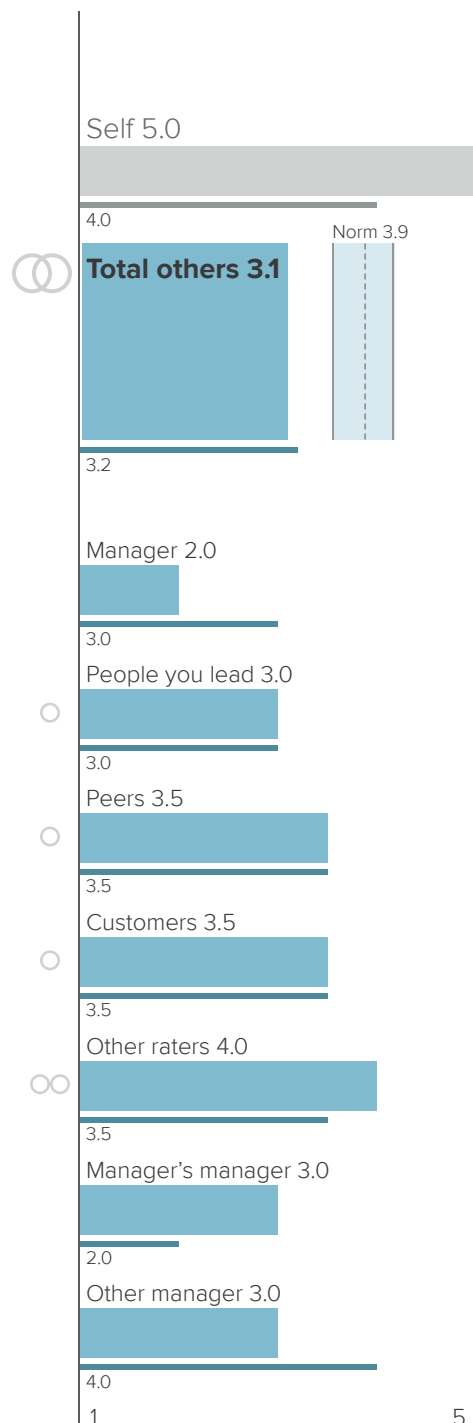
- Reflects on activities and impact on others.
- Proactively seeks feedback without being defensive.
- Is open to criticism and talking about shortcomings.
- Admits mistakes and gains insight from experiences.
- Knows strengths, weaknesses, opportunities, and limits.

#### LESS SKILLED

- Doesn't reflect on past mistakes.
- Acts defensively when given feedback.
- Is unaware of own skills and interpersonal impact.
- Makes excuses and blames others.

# Self-development

Actively seeking new ways to grow and be challenged using both formal and informal development channels.



## Key insights

- Lowest importance
- Middle skill level
- Moderate agreement

## This competency in action

### TALENTED

- Takes consistent action to develop new skills.
- Finds ways to apply strengths to new issues.
- Is aware of the skills needed to be successful in different situations and levels.
- Seeks assignments that stretch him/her beyond comfort zone.

### SKILLED

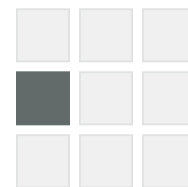
- Shows personal commitment and takes action to continuously improve.
- Accepts assignments that broaden capabilities.
- Learns from new experiences, from others, and from structured learning.
- Makes the most of available development resources.

### LESS SKILLED

- Doesn't put in the effort to grow and change.
- Is comfortable with current skills.
- Is fearful of making mistakes that accompany development.
- Lacks awareness or interest in using available developmental resources.

# Manages ambiguity

Operating effectively, even when things are not certain or the way forward is not clear.



## Key insights

- Middle importance
- Lowest skill level
- Moderate agreement

## This competency in action

### TALENTED

- Is energized when faced with ambiguity and uncertainty.
- Makes significant progress and remains calm and composed, even when things are uncertain.
- Manages the risk that comes with moving forward when the outcome isn't certain.
- Adapts quickly to changing conditions.

### SKILLED

- Deals comfortably with the uncertainty of change.
- Effectively handles risk.
- Can decide and act without the total picture.
- Is calm and productive, even when things are up in the air.
- Deals constructively with problems that do not have clear solutions or outcomes.

### LESS SKILLED

- Struggles to make progress when facing ambiguous or uncertain situations.
- Delays moving forward until all the details are known.
- Appears stressed when things are uncertain.
- Operates best when things are structured and predictable.

# Nimble learning

Actively learning through experimentation when tackling new problems, using both successes and failures as learning fodder.



## Key insights

- Lowest importance
- Middle skill level
- Low agreement

## This competency in action

### TALENTED

- Tries multiple times using multiple methods to find the right solution.
- Views mistakes as opportunities to learn.
- Enjoys the challenge of unfamiliar tasks.
- Seeks new approaches to solve problems.

### SKILLED

- Learns quickly when facing new situations.
- Experiments to find new solutions.
- Takes on the challenge of unfamiliar tasks.
- Extracts lessons learned from failures and mistakes.

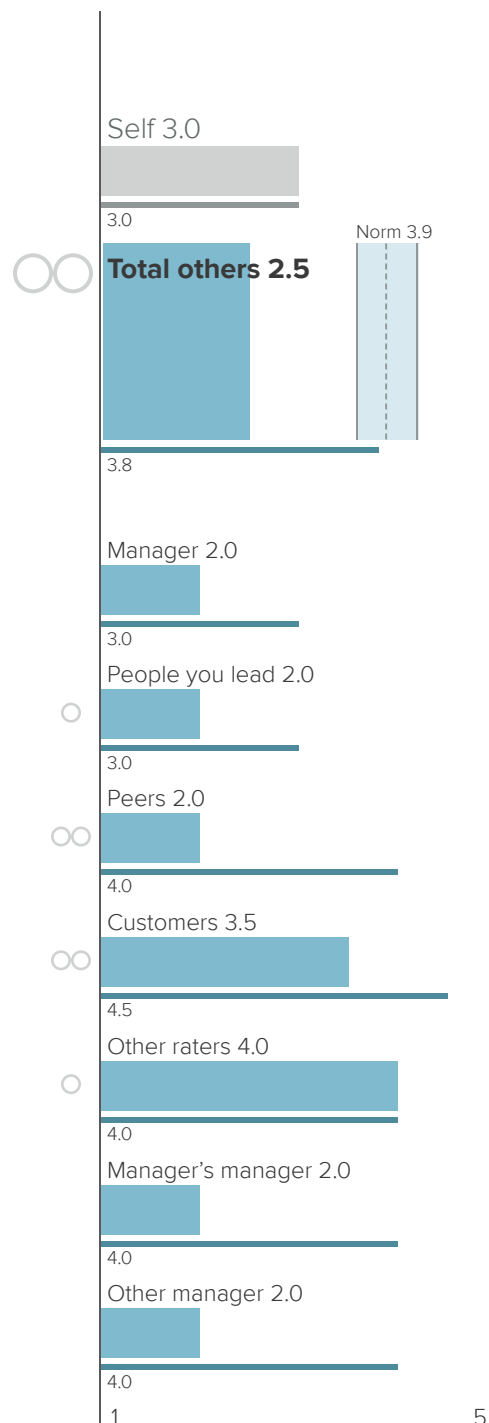
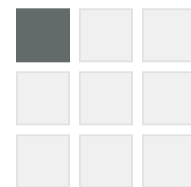
### LESS SKILLED

- Struggles to learn in new situations.
- Becomes frustrated or confused by unfamiliar tasks.
- Gives up on new ideas too soon.
- Resists taking a chance on untested solutions.



# Being resilient

Rebounding from setbacks and adversity when facing difficult situations.



## Key insights

- Highest importance
- Lowest skill level
- Low agreement

## This competency in action

### TALENTED

- Stays focused and composed in stressful situations.
- Maintains a positive attitude and forward-thinking approach despite troubling circumstances or setbacks.
- Takes constructive action to navigate difficulties or obstacles.
- Is viewed as a source of confidence in high-stress situations.

### SKILLED

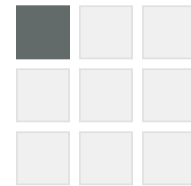
- Is confident under pressure.
- Handles and manages crises effectively.
- Maintains a positive attitude despite adversity.
- Bounces back from setbacks.
- Grows from hardships and negative experiences.

### LESS SKILLED

- Gets easily rattled in high-pressure situations.
- Exhibits low energy and motivation during times of stress and worry.
- Acts defensively when faced with criticism or roadblocks.
- Takes too long to recover from setbacks.

# Situational adaptability

Adapting approach and demeanor in real time to match the shifting demands of different situations.



## Key insights

- Highest importance
- Lowest skill level
- Moderate agreement
- Blind spot

## This competency in action

### TALENTED

- Picks up on the need to change personal, interpersonal, and leadership behavior quickly.
- Observes situational and group dynamics and selects best-fit approach.
- Seamlessly adapts style to fit the specific needs of others.

### SKILLED

- Picks up on situational cues and adjusts in the moment.
- Readily adapts personal, interpersonal, and leadership behavior.
- Understands that different situations may call for different approaches.
- Can act differently depending on the circumstances.

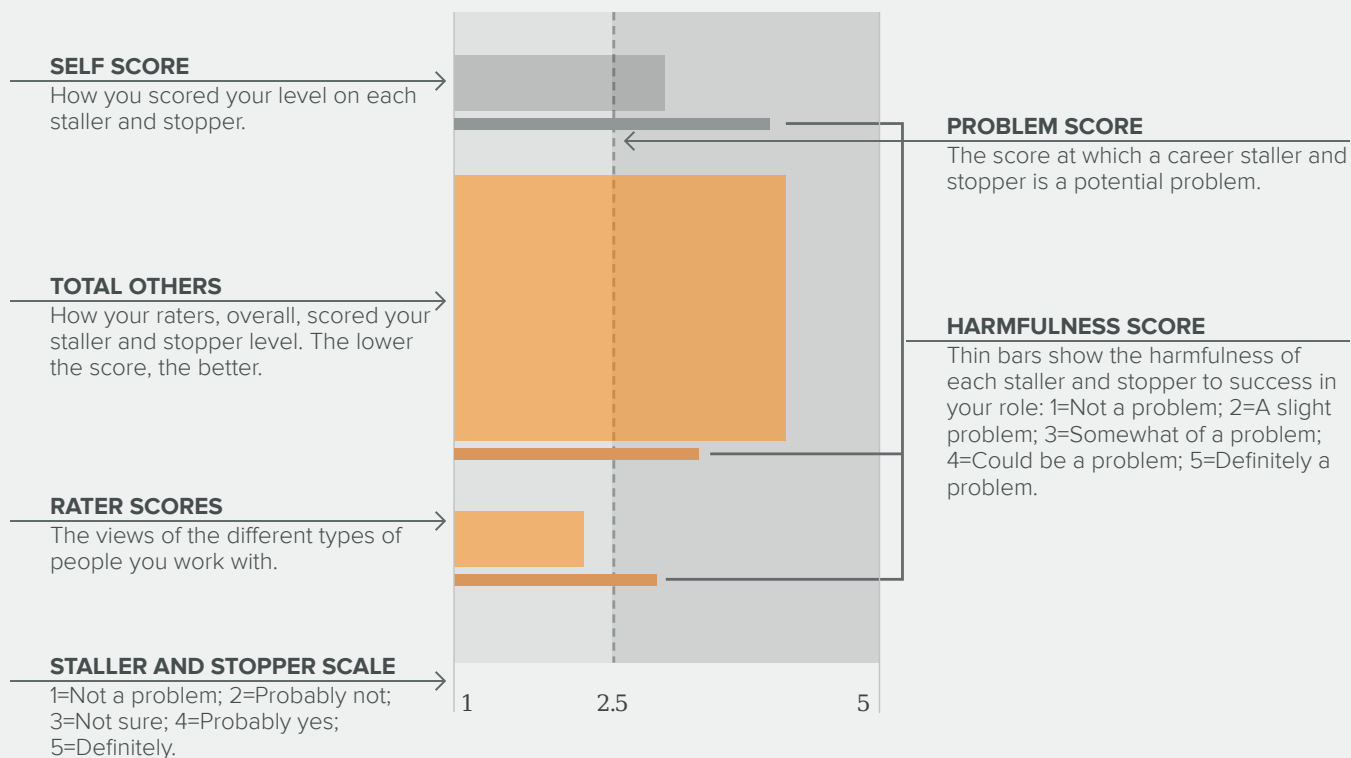
### LESS SKILLED

- Uses same style and approach regardless of the situation.
- Fails to notice changing situational demands.
- Expects others to adjust to his/her preferred style and approach.
- Thinks being true to self is all that matters.
- Doesn't take time to understand interpersonal dynamics.

# Career stallers and stoppers

Stallers and stoppers are behaviors generally considered problematic or harmful to career success. Feedback helps you compare how you intend to behave with how others experience your behavior.

## HOW TO READ THIS SECTION



### Agreement

The extent to which your raters agree on your staller and stopper levels.



### Key insights

Look out for:

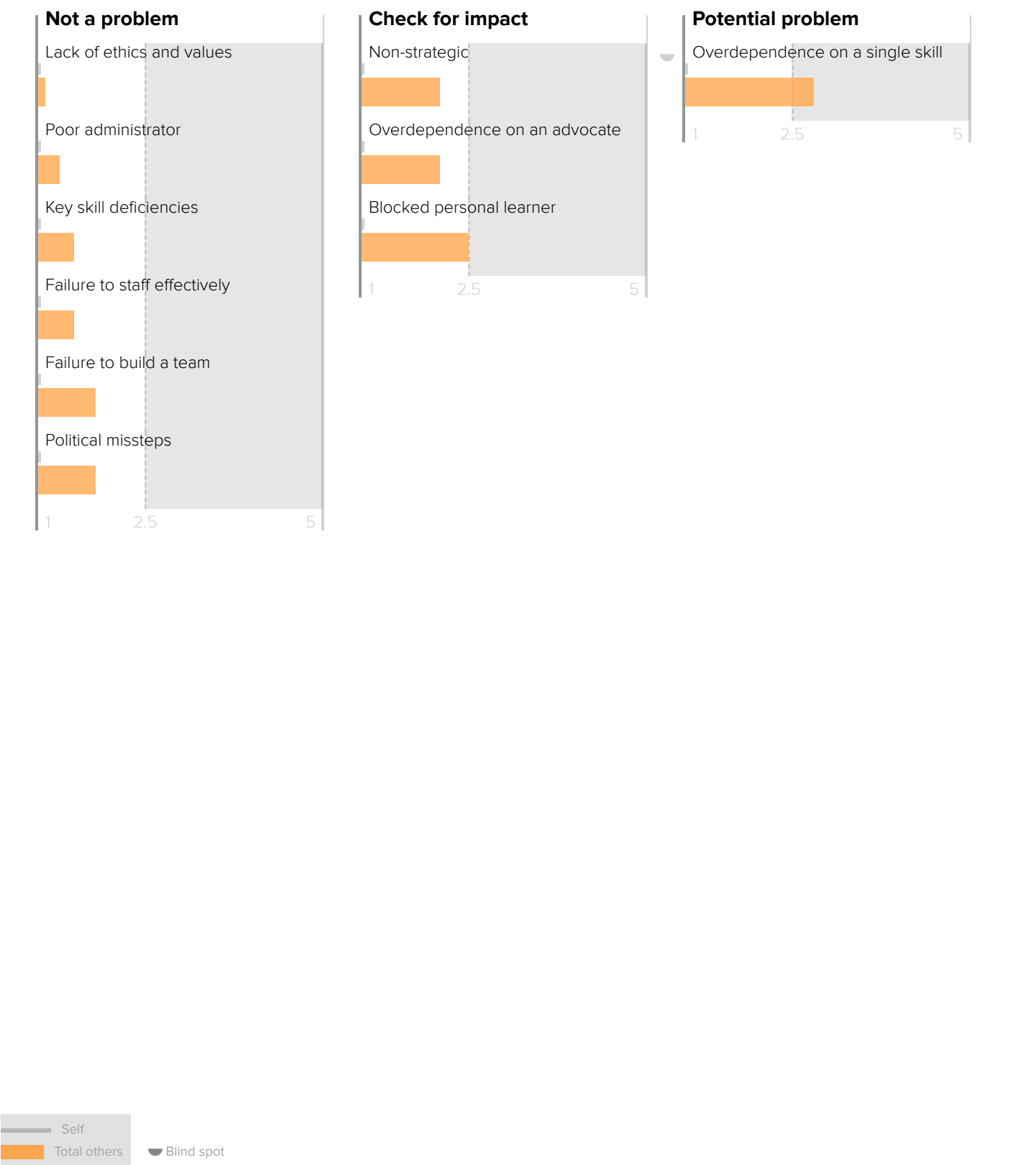


#### Blind spot

A staller and stopper that others observe more than you do.

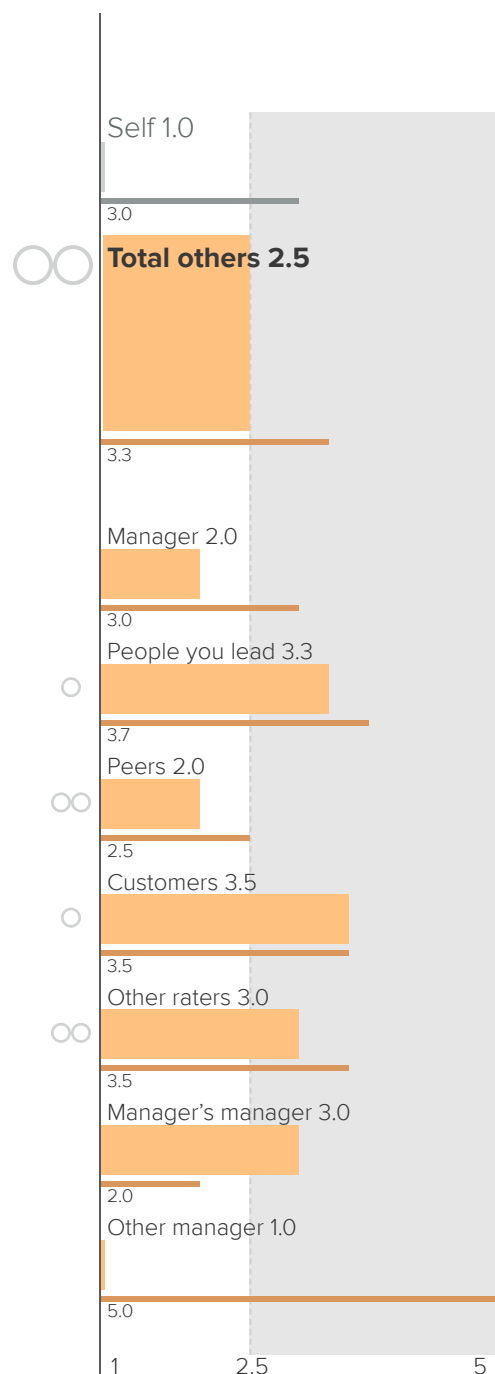
# Your career stallers and stoppers profile

This ranks your raters' views of any career stallers and stoppers you demonstrate. It also shows your view, so that you can identify where it differs from others' experience. You can also see any stallers and stoppers that others believe are most harmful to success in your role.



# Blocked personal learner

Resisting opportunities to learn new skills, methods, and behaviors.



## Key insights

- Low agreement

## This career staller and stopper in action

### NOT A PROBLEM

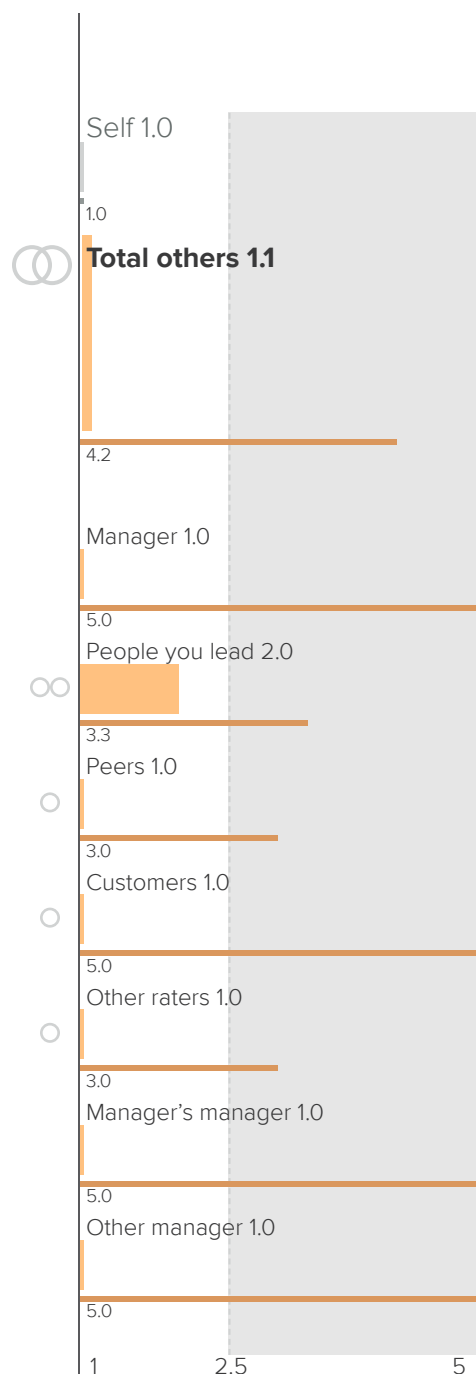
- Eager to learn; interested in what's new or better.
- Has broad interests and perspective.
- Seeks and listens to feedback.
- Takes criticism to heart.
- Always looking to improve self.
- Carefully observes others for their reactions and adjusts accordingly.
- Reads people and groups well.
- Picks up on subtle corrective cues from others.
- Is sensitive to different challenges and changes accordingly.

### A PROBLEM

- Is closed to learning new personal, interpersonal, managerial, and leadership skills, approaches, and tactics.
- Prefers staying the same, even when faced with new and different challenges.
- Is narrow in interests and scope.
- Uses few learning tactics.
- Doesn't seek input.
- Lacks curiosity.
- Is not insightful about self.

## Lack of ethics and values

Breaching the organization's ethics, values, and norms through inappropriate risk-taking and insensitivity.



### Key insights

- Moderate agreement

### This career staller and stopper in action

#### NOT A PROBLEM

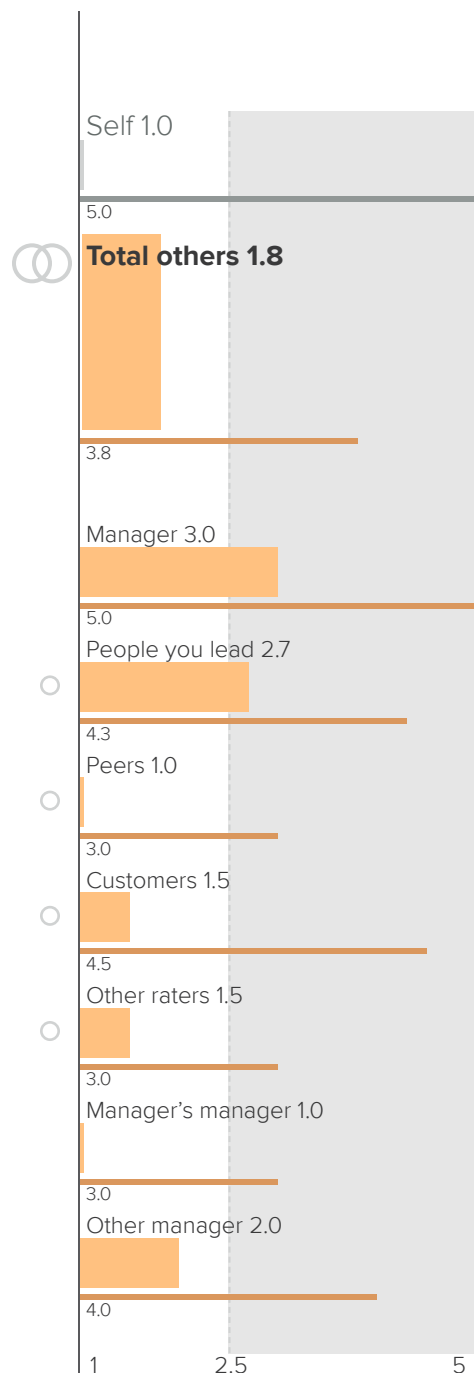
- Values and ethics are generally aligned with the organization's.
- Operates within boundaries most others would agree to.
- Looked to for guidance on standards and norms.
- Stays steady through crises involving close calls on ethics.
- Can articulate own and others' values.
- Helpful to others in making close calls on values/ethical matters.
- Projects a consistent set of values.

#### A PROBLEM

- Lacks the necessary sensitivity to the operating ethics and values of the organization.
- Operates too close to the margins.
- Pushes the limits of tolerance.
- Doesn't operate within the norms.

## Political missteps

Lacking the awareness and sensitivity to navigate an organization successfully through relationships and information sharing.



### Key insights

- Moderate agreement

### This career staller and stopper in action

#### NOT A PROBLEM

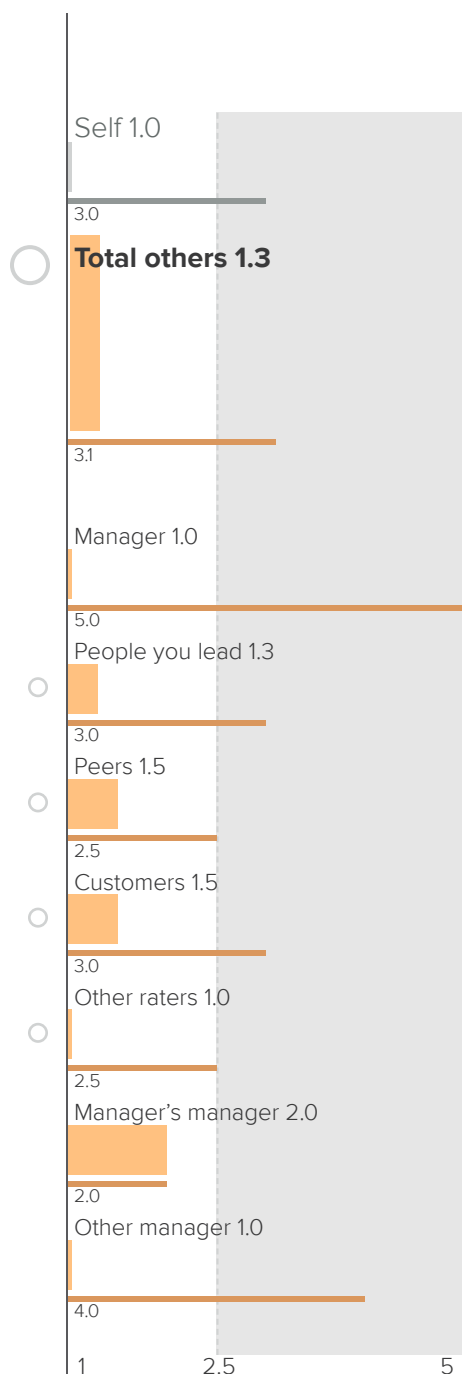
- Is politically smooth and noiseless.
- Reads individuals and groups well; knows how they are affected.
- Modifies approach when resistance is met.
- Keeps confidences.
- Can maneuver through rough water without getting wet.
- Uses multiple ways to get things done.
- Adjusts to the realities of the political situation.
- Counsels others on political approaches.
- Usually knows the right thing to do and say.

#### A PROBLEM

- Can't get things done in complex political settings and environments.
- Lacks sensitivity to people and organizational politics.
- Doesn't recognize political due process requirements.
- Says and does the wrong things.
- Shares sensitive information and opinions with the wrong people.

## Poor administrator

Operating in a disorganized manner that negatively impacts others.



### Key insights

- High agreement

### This career staller and stopper in action

#### NOT A PROBLEM

- Well organized and detail skilled.
- Reliable—keeps tabs on work in process; remembers commitments.
- Good administrator; keeps things on track.
- Sets tight priorities.
- Uses time well.
- Says no if they can't get to it.
- Completes most things on time and in time.

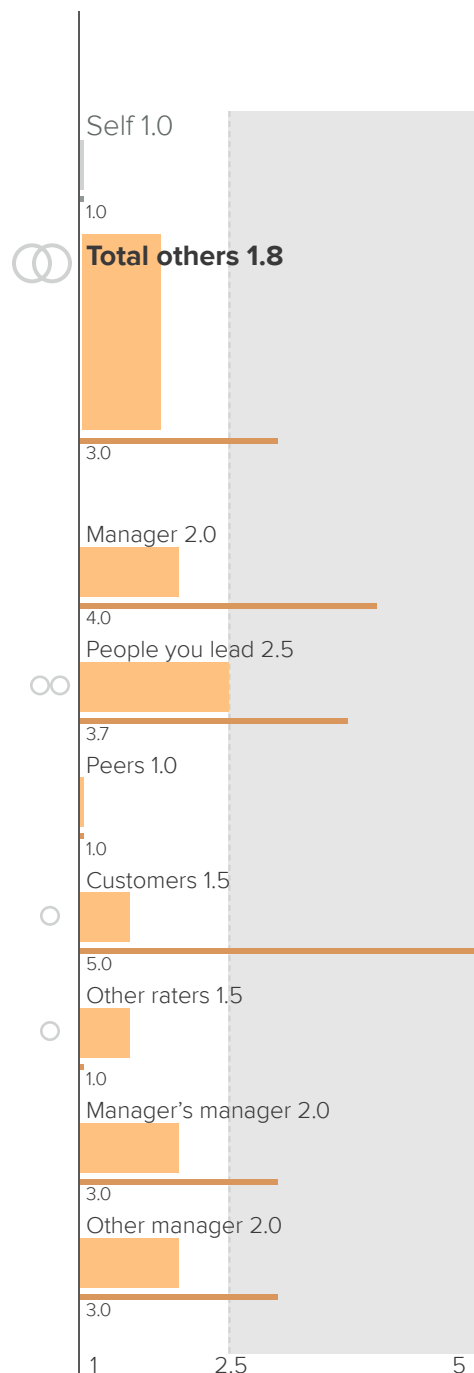
#### A PROBLEM

- Has low detail-orientation.
- Lets things fall through the cracks.
- Overcommits and underdelivers.
- Misses key details.
- Forgets undocumented commitments.
- Has to scramble to pull things together at the last minute.
- Moves on without completing the task.



## Failure to build a team

Dealing with individuals, instead of the whole team, when delegating, resolving problems, and rewarding success.



### Key insights

- Moderate agreement

### This career staller and stopper in action

#### NOT A PROBLEM

- Usually operates in a team format.
- Talks “we,” “us,” and “the team” versus “I”.
- Gets the whole team motivated and enthused.
- Runs participative meetings and processes.
- Shares credit with the team for successes.
- Adds people to strengthen the team.
- Team performance doesn’t suffer when a key person moves on.
- Trusts the team to perform.

#### A PROBLEM

- Doesn’t believe much in the value of teams.
- Doesn’t pull the group together to accomplish the task.
- Delegates pieces and parts.
- Doesn’t resolve problems within the team.
- Doesn’t share credit for successes.
- Doesn’t celebrate.
- Doesn’t build team spirit.
- Treats people more as a collection of individuals than as a team.

## Failure to staff effectively

Selecting people who are not a fit for the role by applying assumptions, narrow criteria, or poor standards.



### Key insights

- High agreement

### This career staller and stopper in action

#### NOT A PROBLEM

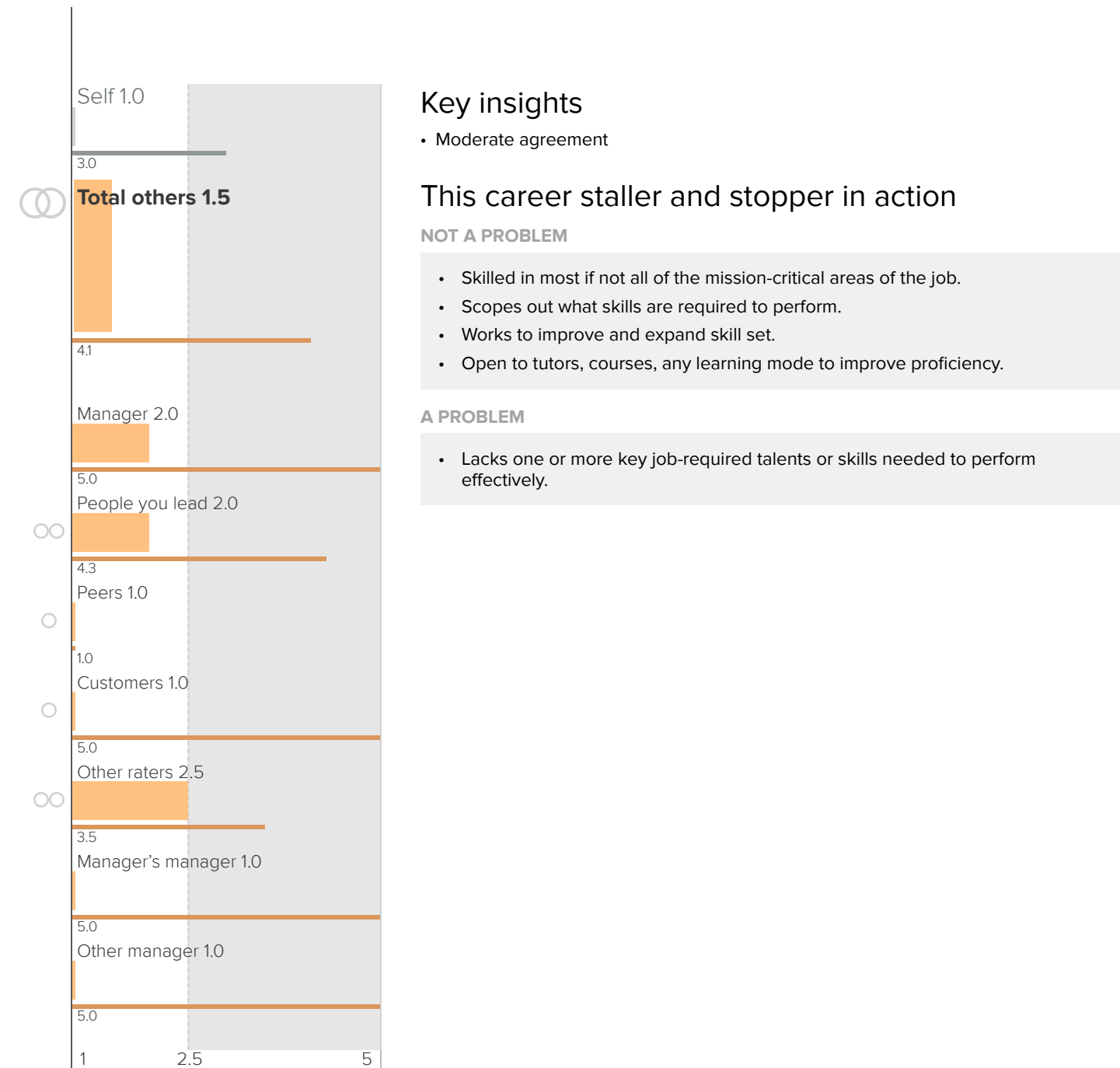
- Good judge of people.
- Hires for diversity and balance of skills.
- Describes people in a textured manner.
- Uses a broad set of criteria in staffing.
- Objective track record better than most on selections.
- Takes their time to find the right person.

#### A PROBLEM

- Does not assemble skilled staff either from inside or outside the organization.
- Uses inappropriate criteria and standards.
- May select people too much like self.
- Is not a good judge of people.
- Is consistently wrong on estimates of what others may do or become.

# Key skill deficiencies

Failing to recognize and develop the skills required to perform effectively.



## Key insights

- Moderate agreement

## This career staller and stopper in action

### NOT A PROBLEM

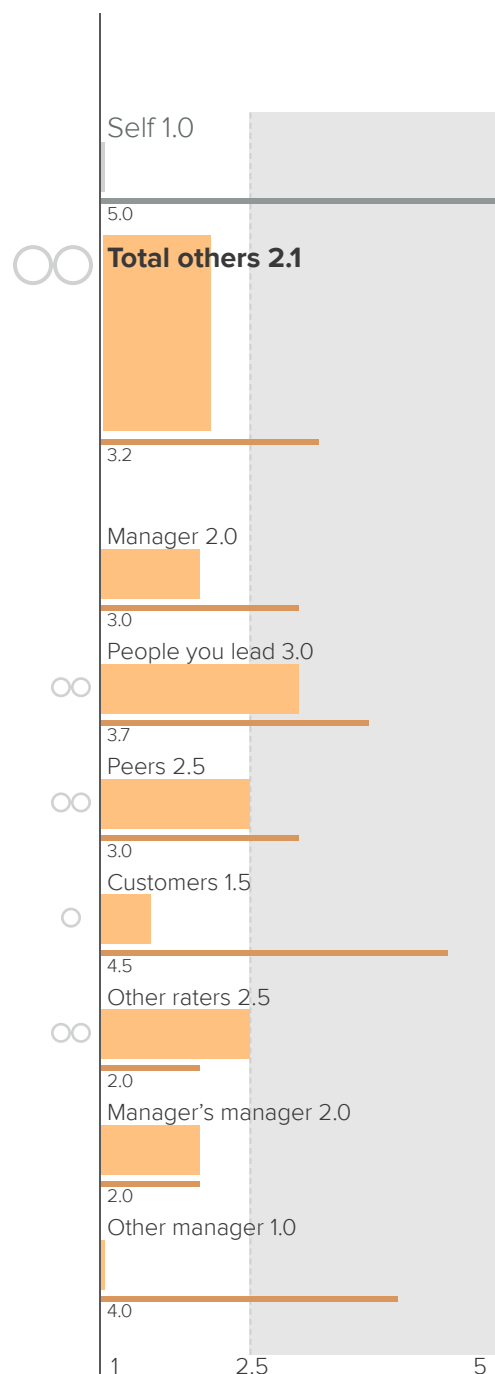
- Skilled in most if not all of the mission-critical areas of the job.
- Scopes out what skills are required to perform.
- Works to improve and expand skill set.
- Open to tutors, courses, any learning mode to improve proficiency.

### A PROBLEM

- Lacks one or more key job-required talents or skills needed to perform effectively.

## Non-strategic

Focusing exclusively on tactics and details while neglecting broad, complex, and strategic thinking.



### Key insights

- Low agreement

### This career staller and stopper in action

#### NOT A PROBLEM

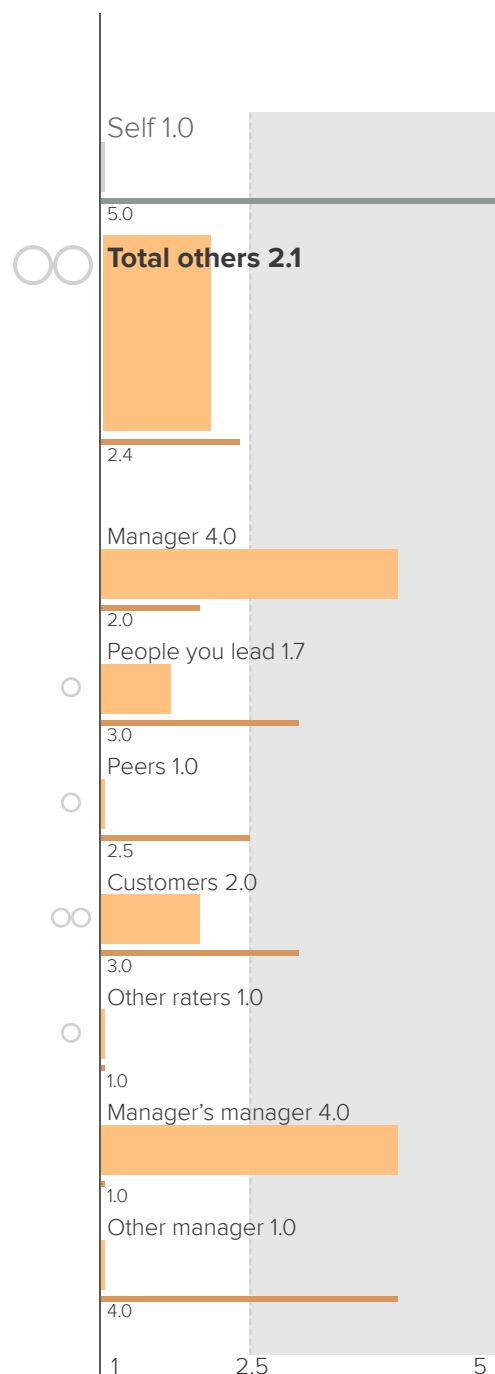
- Can think and talk strategy with the best.
- Intrigued and challenged by the complexity of the future.
- Likes to run multiple "what if" scenarios.
- Very broad perspective.
- Counsels others on strategic issues.
- Can juggle a lot of mental balls.
- Isn't afraid to engage in wild speculation about the future.
- Can bring several unrelated streams of information together to form a compelling vision.
- Good at meaning making.
- Produces distinctive and winning strategies.

#### A PROBLEM

- Can't create effective strategies.
- Can't deal effectively with assignments that require strategic thinking.
- Gets mired in tactics and details.
- Prefers the tactical over the strategic, simple versus complex.
- Isn't a visionary.
- Lacks broad perspective.

# Overdependence on an advocate

Depending too long on the support of the same boss, champion, mentor, or advocate.



## Key insights

- Low agreement

## This career staller and stopper in action

### NOT A PROBLEM

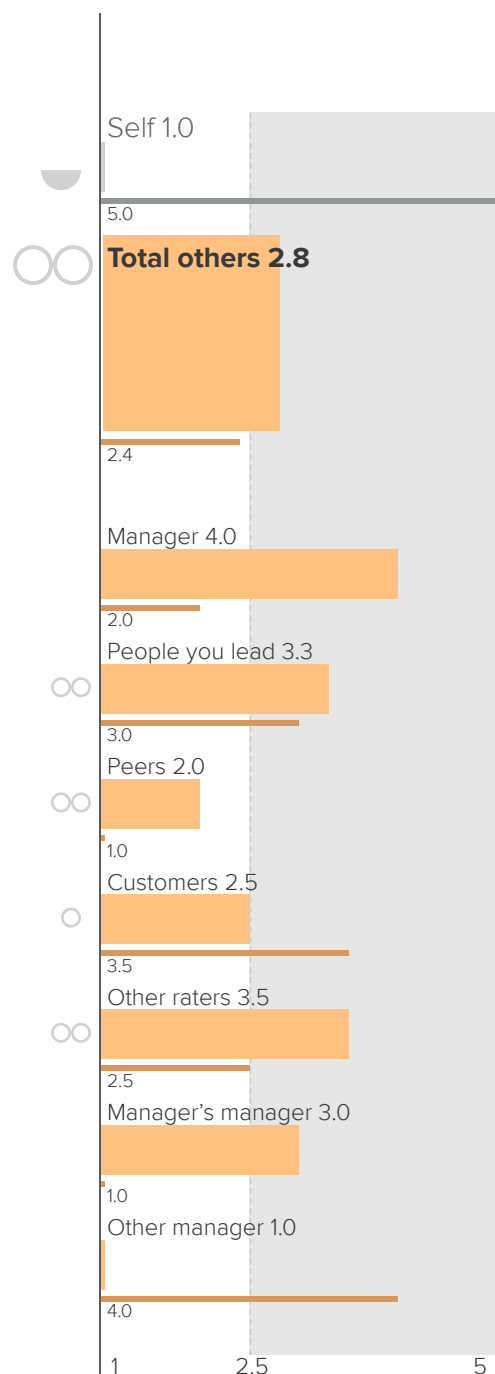
- Has largely done it on his/her own.
- Has multiple advocates and champions.
- No one questions whether he/she could go it alone.
- Independent, resourceful person.
- Doesn't use a champion's influence to get things done.
- Has moved around a lot; has not been with one boss very long.
- Has survived an advocate or two leaving the organization.

### A PROBLEM

- Has been with the same boss, champion, mentor, advocate too long.
- Isn't seen as independent.
- Others question whether he/she could stand up to a tough assignment or situation without help.
- Might not do well in the organization if the advocate lost interest, lost out, or left the organization.

# Overdependence on a single skill

Depending too much on a narrow area of knowledge and expertise.



## Key insights

- Low agreement
- Blind spot

## This career staller and stopper in action

### NOT A PROBLEM

- Has a broad and varied background.
- Has moved around a lot.
- Relies on several different skills to get the job done.
- Has multiple functional exposures.
- Has worked in different business units.
- Always looking to learn more.
- Works on adding more skills.

### A PROBLEM

- Relies too much on a single strength for performance and career progression.
- Uses the same core talent, function, or technology to leverage self.
- Acts as if they can make it all the way on one strength.

# Comments

---

Comments made by you and your raters are reported here. They are listed in alphabetical order by competency and by career staller and stopper.

# Competency comments

## Balances stakeholders

### MANAGER

- Takes care to always consider other people. A true strength.

### ALL OTHER RATERS

- Has a good understanding of internal & external stakeholders.
- Always defers to protocol, favoring the rules over the needs of the team.

## Being resilient

### MANAGER

- Tends to panic under pressure and see the worst in situations - often will project the 'doomsday scenario' of the worst that can happen instead of finding hope.

### OTHER MANAGER

- Seems to easily fluster in these situations.

### ALL OTHER RATERS

- Easily flustered, but can come through in a pinch.
- Doesn't handle problems well.. easily triggered.
- He gets very nervous under pressure, which makes it hard for him to make clear decisions.
- Has to work on this, or at least his presentation of this as I believe he's much more resilient then you'd guess if you just listened to his words and ignored his actions.
- Sam does extremely well under pressure and knows how to appropriately manage any crises that comes his way.

## Builds effective teams

### OTHER MANAGER

- This is handled by others so not as important here.

### ALL OTHER RATERS

- More a follower than a leader

## Builds networks

### SELF

- I have been able to place myself in high positions within many organizations, advising at the highest levels.

### MANAGER

- Always excellent at introducing themselves and letting others know their skills and what they can offer, and in doing so can draw on a wide range of friends and colleagues.

### ALL OTHER RATERS

- Should be commended for his networking skills, seems to always know the correct person to go to.

## Cultivates innovation

### ALL OTHER RATERS

- Always comes up with idea.. sometimes unwarranted.
- Has come up with one or two excellent ideas but often spends more time analyzing other's plans.

## Demonstrates self-awareness

### SELF

- I am perfectly aware of my capabilities and responsibilities.

### OTHER MANAGER

- Does not take feedback from the team well when all together. Does better one on one.

### ALL OTHER RATERS

- Often becomes either defensive or maudlin in the face of criticism or setbacks.
- Can be too self aware but knows his strengths & weaknesses of others (and at times- others!!)
- Should step back and reflect on how others are reacting to a given situation more often. Definitely needs to temper his responses in general.

## Drives engagement

### OTHER MANAGER

- struggles with finding ways to develop their team.

### ALL OTHER RATERS

- You are always telling me the odds of failure, which is far from empowering.

## Drives results

### OTHER MANAGER

- Not really integral to their role.

### ALL OTHER RATERS

- More concerned with process and protocol than results

## Drives vision and purpose

### SELF

- My role is to support the vision of the organization, and not to define it or lead others in accomplishing it.

### ALL OTHER RATERS

- Prone to pessimism
- Too often slips into trying to figure out the worst possible outcome - you can see the negative effect this has on his team at times.
- Tends to allow others to define objectives

## Ensures accountability

### SELF

- Ensuring accountability in others is not something for which I am responsible. I do hold myself to a high level of accountability.

### ALL OTHER RATERS

- Very dependable & reliable- always!
- Sometimes seems to take too much pleasure pointing out what others should be doing.
- Sam always follows through on the commitments he makes to others on our team - he's very good at ensuring that everything has been taken care of and he owns the projects that he is in charge of.



## Instills trust

### SELF

- Instilling trust in others is what I most strive to achieve in the line of my duties, but I feel even though I follow through on my commitments, am very direct and truthful and am very consistent in my actions, it seems my advice is ignored far too often. So I believe there must be a disconnect between what I say and do, and what people perceive.

### ALL OTHER RATERS

- Though he doesn't always present a reliable demeanor, the participant is honest to a fault.
- Is very loyal and dependable.
- Despite the fact that he can be quite negative he's well liked and has done great work with his team. They seem to really value and trust him but I'm not always sure he comes across as well to strangers or more casual acquaintances.
- The individuals on our team trust Sam immensely, he's very good at following through on the commitment he makes.

## Manages ambiguity

### SELF

- I rate myself low in this because I do not believe it is in anyone's best interest to "decide and act without the total picture."

### OTHER MANAGER

- Seems to like to have all the details and can struggle when some information is not provided.

### ALL OTHER RATERS

- Has trouble adapting to change..
- Gets very nervous around change, so he likes to do things the way he always has.
- Has a terrible time with uncertainty, especially as it opens a door for his pessimism. Rarely keeps a cool head when the unexpected occurs.

## Manages complexity

### SELF

- My calculations are always of perfect accuracy, which is paramount for high-level performance.

### MANAGER

- Analyses are highly accurate and timely, and can provide the odds and risks for almost any situation. But often they will get stuck on the results of the analysis and miss the bigger picture, or other opportunities.

### OTHER MANAGER

- Good at analyzing data.

### ALL OTHER RATERS

- Easily distracted by side issues

## Manages conflict

### SELF

- I have not developed skills in managing conflict, because conflict is best avoided.

### OTHER MANAGER

- Avoids conflict and becomes frustrated when dealing with this head-on.

### ALL OTHER RATERS

- Has a tendency to lose composure if there's conflict.. verbal about their discomfort.
- Is willing to push back internally or with clients but only when backed into a corner. In general is highly conflict averse which has been a problem in the past.
- Always the voice of reason.

## Optimizes work processes

### SELF

- I always act with utmost efficiency.

### OTHER MANAGER

- Does a great job establishing processes.

### ALL OTHER RATERS

- Could get better in this area.. at times seems one sided.

## Values differences

### SELF

- Understanding other cultures is a key part of my role, which I have been reported to carry out to satisfaction on many occasions.

### MANAGER

- Can always be relied upon to know the right protocol for the situation and is adept at navigating many different cultures.

### ALL OTHER RATERS

- Although he might complain sometimes he's actually great at working with diverse groups of people.
- Knows a great deal about other cultures, and assimilates very quickly, but I don't see a lot of applying the diverse experiences of others to get results.

## Action oriented

### SELF

- I am ready to take on any task I am assigned.

### MANAGER

- Not good at staying positive when times are tough or uncertain.

### OTHER MANAGER

- Seems content to sit on the sideline and keep doing things the same way.

### ALL OTHER RATERS

- Again, prone to dithering.
- Always ready to take action but has a tendency to see the best and worst so it can be a flaw at times.
- He works very hard; often starting a task without thinking through the whole process first.
- Usually recommends the most cautious approach to a given scenario.
- Sam knows how to take action when needed and in the appropriate time and place. This is a crucial part of his current position and he rocks this piece of it.
- Definitely hesitates before acting but ultimately rises to the challenge.

## Attracts top talent

### ALL OTHER RATERS

- Is excellent at finding the correct person to fill out a team.

## Collaborates

### SELF

- My main functions are to help elevate others in their roles, which I believe I have done very well.

### OTHER MANAGER

- Likes to be the decision maker and feels their way is the best way in that moment.

### ALL OTHER RATERS

- Can work with others, but prone to friction if things don't go his way
- Collaborating is a very important piece of Sam's current position and he excels at it immensely in whatever project he is involved in.
- I can always count on them to support my projects with skill and knowledge.

## Communicates effectively

### SELF

- This is my primary directive, in which I am highly skilled. I am fluent in many languages and forms of communication.

### MANAGER

- Excellent at communicating in a wide range of styles as appropriate to the audience, but can frequently overinform when others may not want or need to hear the message, even if it is accurately delivered.

### OTHER MANAGER

- Is very good at communicating in large and small groups.

### ALL OTHER RATERS

- Can over communicate (due to his knowledge!)
- He is very good at working with and communicating with a wide variety of people.
- Really good at getting people to understand the concepts he's laying out but should work on the level of emotion he displays. Not sure if he realizes how irritated he comes across at times.

## Courage

### SELF

- Feats of daring-do are for others.

### OTHER MANAGER

- Tends to shy away from these type of situations.

### ALL OTHER RATERS

- I don't think he readily tackles tough issues and assignments as he can be overwhelmed at first- but throughout the process he does show courage
- Even if uncertain where to start, he is willing to take on more work to accomplish a goal.
- Often appears apprehensive, but ultimately willing to do what it takes to accomplish a mission.

## Customer focus

### SELF

- This is one of my top priorities in carrying out my duties

### ALL OTHER RATERS

- Tends to focus too much on his own reactions/needs then that of the customer but his intent is to be helpful.

## Decision quality

### ALL OTHER RATERS

- Prone to dithering.
- Not firm enough in how he presents his decisions - is often railroaded by others because they come across as suggestions or even complaints much of the time.
- Always looks for all of the information before making decisions, and ends up sitting in the background during a crisis because of it.

## Develops talent

### ALL OTHER RATERS

- More concerned with his own expertise and duties
- Not sure if he's had enough opportunities to develop this although I believe this is something he could succeed at.
- Sometimes assumes others already have the same level of skills they have

## Directs work

### SELF

- My role is to support others, and not to direct them. I am not a leader.

## Financial acumen

### SELF

- I am skilled in financial analysis, and can advise as needed, but this is not my primary function.

## Global perspective

### SELF

- I am highly adept at considering all of the variables in a situation and using this to anticipate the outcome, and make adjustments accordingly.

### OTHER MANAGER

- Vast knowledge of the world as a whole and how our business fits into that.

### ALL OTHER RATERS

- Seems to be overly concerned that someone is "not going to like this."

## Interpersonal savvy

### ALL OTHER RATERS

- Vast knowledge and skill in this area are sometimes undercut by ego and a tendency to become flustered.
- Is too often confounded when people don't behave as he believes they should.

## Nimble learning

### ALL OTHER RATERS

- Has a hard time adjusting to changes in processes and accepting new ideas.
- Learns very quickly but less good on applying that knowledge.

## Organizational savvy

### ALL OTHER RATERS

- Has a thorough understanding of the organization but very often focuses too much of his energy on trying to point out and cover "land mines" during his planning stages.

## Persuades

### MANAGER

- Will often let disagreements continue and insist on keeping the same opinion instead of finding a middle ground.

### ALL OTHER RATERS

- Good with new cultures that are inclined to be receptive, but has problems with hostile audiences.
- Can be too persuasive at times if one doesn't agree
- I believe he's proud of his negotiation skills, but is more successful at preparing others for negotiation rather than leading it.
- I can't decide if the failures I see in this are your responsibility or your co-workers'. I do see you providing thought out reasons when you make recommendations, but are then completely ignored.

## Self-development

### SELF

- I am always seeking opportunities to enhance my skill set, to better accomplish my role.

### ALL OTHER RATERS

- Does not shirk hard assignments.

## Situational adaptability

### OTHER MANAGER

- Can sometimes struggle with the interpersonal skills.

### ALL OTHER RATERS

- Could be better at adapting to different situations.. seems like there's just one side.
- He always is aware of how things should be done but is easily flustered by unexpected developments.

## Strategic mindset

### ALL OTHER RATERS

- Prone to worrying and assuming the worst about the future.

## Tech savvy

### SELF

- I can usually count on my counterpart to help with the more "tech-heavy" tasks. I usually don't know how to use any of these blasted contraptions.

### ALL OTHER RATERS

- Fortunately, the learner has highly skilled assistance to turn to in this area.
- His knowledge about current technologies is amazing and a true asset to the organization.

## Career staller and stopper comments

## Lack of ethics and values

### MANAGER

- Is always concerned to do the right thing.

### ALL OTHER RATERS

- As stated earlier, honest to a fault
- Never seems to be tempted to do the wrong thing although his standards can come across as too rigid .

## Poor administrator

### ALL OTHER RATERS

- not a problem
- Excellent attention to detail - in fact the issue might be that sometimes he gets overly caught up in it.

## Blocked personal learner

### SELF

- One of my top priorities is gaining new skill sets.

### ALL OTHER RATERS

- Gives lots of input.. not sure if he'll take any input.
- He doesn't resist new learning opportunities, but does have a hard time with them.
- Is definitely not insightful about how he comes across at times but it can't be said that he's closed to learning new skills.

## Failure to build a team

### ALL OTHER RATERS

- Tends to rely overmuch on existing partnerships but doesn't value them enough

## Failure to staff effectively

### ALL OTHER RATERS

- Has dramatically improved in this area in recent years

## Key skill deficiencies

### ALL OTHER RATERS

- Has all the skills (and potential) needed to do his job well.

## Non-strategic

### SELF

- I manage all the variables of every situation very efficiently and can formulate strategies highly effectively.

### ALL OTHER RATERS

- Very prone to myopic focus on specific issues
- Has gotten overly focused up on a single potential problem or detail and derailed meetings and hung up projects in the past. Needs to work on this.

## Overdependence on a single skill

### MANAGER

- Once outside their field of communications, of which they are rightly proud of their skills, their shortcomings in other areas can be painfully apparent.

## Overdependence on an advocate

### SELF

- I have served a variety of leaders and organizations, always finding a new role to play.

### MANAGER

- Definitely a follower and not a leader, and so without a sponsor at a higher level can easily become lost.

### ALL OTHER RATERS

- Has worked with multiple supervisors over the course of his career

## Political missteps

### MANAGER

- Will often say the wrong thing at the wrong time, thinking it's the right thing. Can be narrow in their thinking and vision which leads to judging situations incorrectly.

# Development suggestions

---

Development suggestions for each competency are included here. They offer thought-provoking statements for you to consider and job assignments that you can select in your current role. Development suggestions to address career stallers and stoppers are also included. They indicate possible causes, and propose job assignments that can help you overcome or avoid career stallers and stoppers.

Applying knowledge of business and the marketplace to advance the organization's goals.

TAKE TIME TO REFLECT...	JOB ASSIGNMENTS
<p><b>If you think understanding the business doesn't apply to you...</b>            ...then remember that being part of the organization involves understanding how it works. Break down the complexities. Demystify the concepts. Develop a comprehensive picture of how the business operates.</p> <p><b>If you make your decisions without considering the business context...</b>            ...then take a step back to think through the business implications of your choices. Even logical decisions can sometimes be at odds with strategy. Think holistically. Think context. Think organizational goals.</p> <p><b>If you're too busy to learn about the industry and market...</b>            ...then understand the importance of developing greater insight. Taking time to look more broadly will open your eyes. It will help you anticipate what's coming your way.</p>	<ul style="list-style-type: none"> <li>• Volunteer to participate in the budget setting and monitoring process. Use this as an opportunity to dig beneath the surface of the business and broaden your understanding.</li> <li>• Offer to take new starters on a company tour. Introducing them to different parts of the business can be a great way to hone your own knowledge of how the business operates.</li> <li>• Work short rotations in other units, functions, or geographies you've not been exposed to before. Select areas you know least about.</li> <li>• Do a customer-satisfaction survey in person or by phone, and present the results to key stakeholders. Use the customer feedback to help you understand what the business is doing right and what needs to change. Make recommendations for improvement.</li> <li>• Do a competitive analysis of your organization's products or services or position in the marketplace, and present it to the people involved. What can you learn from other organizations? What does the analysis teach you about business as a whole?</li> </ul>

WRITE NOTES AS YOU DISCUSS IDEAS WITH YOUR COACH, YOUR MANAGER, OR TRUSTED COLLEAGUES.

Building strong customer relationships and delivering customer-centric solutions.

TAKE TIME TO REFLECT...	JOB ASSIGNMENTS
<p><b>If you don't think customers figure into your role...</b> ...then remember that, whatever your job description, customers are part of it. Frontline or internally facing, you have a responsibility to customers in some way—recognize it and act upon it.</p> <p><b>If you view customers as statistics rather than stakeholders to be served...</b> ...then recognize the danger of thinking of them in this cold, impersonal way. You probably need them more than they need you. Give them a reason to come to you. Give them better reasons for staying.</p> <p><b>If you know there are barriers to customers being happy...</b> ...then take steps to break them down. Find a way through them. Explore options for getting over them. A blocker to customer delight is a blocker to the organization's success.</p>	<ul style="list-style-type: none"><li>• Manage a dissatisfied internal or external customer; troubleshoot a performance or quality problem with a product or service.</li><li>• Train customers in the use of the organization's products or services. Collaborate with them. Make them feel involved.</li><li>• Work a few shifts in the telemarketing or customer service department, handling complaints and inquiries from customers. Experience your customers firsthand.</li><li>• Spend time with internal or external customers. Write a report on your observations, and present it to the people involved.</li><li>• Do a customer satisfaction survey in person or by phone, and present the results to the people involved.</li></ul>

WRITE NOTES AS YOU DISCUSS IDEAS WITH YOUR COACH, YOUR MANAGER, OR TRUSTED COLLEAGUES.

Interpreting and applying understanding of key financial indicators to make better business decisions.

TAKE TIME TO REFLECT...	JOB ASSIGNMENTS
<p><b>If finance seems like a foreign language to you...</b> ...then find a good translator. Develop an ear for the language of finance. Become familiar with the interplay of figures and metrics. Learn what the numbers are saying and let them guide you.</p> <p><b>If you're used to making decisions without considering the bottom line...</b> ...then realize the risks you're taking. Making bold moves without studying the facts and implications is like a doctor treating patients without reading their lab results.</p> <p><b>If you think understanding finance doesn't relate to you or your work...</b> ...then start close to home and work outwards. Understanding your own team's contribution first will help you see the data in context. It will make the broader financial landscape more relevant and more interesting.</p>	<ul style="list-style-type: none"><li>• Work with an analyst to create a financial justification for the major purchase of equipment, materials, program, or system for your organization.</li><li>• Join an audit team examining your operations and present its findings and recommendations to your team. Anticipate the questions that are likely to come up and ensure you're equipped to answer them.</li><li>• Create an online financial skills training course for new employees. Teaching someone else can be a great way to embed your own learning.</li><li>• Attend a meeting of the finance committee of your organization's board and summarize the main issues on the agenda. Ask for input from a member of the committee following the meeting to help clarify anything you're unsure about.</li><li>• Lead your team in creating an annual budget, with full justification for all spending decisions. Build a robust business case and be prepared to talk through it.</li></ul>

WRITE NOTES AS YOU DISCUSS IDEAS WITH YOUR COACH, YOUR MANAGER, OR TRUSTED COLLEAGUES.



Anticipating and adopting innovations in business-building digital and technology applications.

TAKE TIME TO REFLECT...	JOB ASSIGNMENTS
<p><b>If you're most comfortable with the technologies you already know...</b> ...then embrace the discomfort of what you don't know. Welcome the disruption that a new technology can bring. Go through the pain for the gain.</p> <p><b>If you adopt ideas late and tend to hang back...</b> ...then aim to become a pioneer. Blaze the trail with a new technology and recruit others along the way. Build a reputation for being first to go live with new technology.</p> <p><b>If you can't imagine how technology is going to evolve...</b> ...then realize that if you think to the future, you'll be prepared when it arrives. Today's science fiction is tomorrow's competitive advantage. Study the horizon. Learn what's coming.</p>	<ul style="list-style-type: none"><li>• Offer to manage the process of identifying, selecting, purchasing a new technology for the organization.</li><li>• Serve on the group responsible for launching a new technology; become a resource to support others as they transition to new tools.</li><li>• Help the organization enhance or update its presence on digital channels (external/internal websites, social media, etc.).</li><li>• Initiate or join a group to study future innovations that may benefit the organization over the long-term.</li><li>• Perform an analysis of a tech launch that has gone poorly; investigate the underlying issues and make recommendations for how to make future launches more successful.</li></ul>

WRITE NOTES AS YOU DISCUSS IDEAS WITH YOUR COACH, YOUR MANAGER, OR TRUSTED COLLEAGUES.

## Manages complexity

Making sense of complex, high quantity, and sometimes contradictory information to effectively solve problems.

## To develop this competency

## TAKE TIME TO REFLECT...

**If you rely on experience to address challenging new problems...**

...then realize that what you already know won't always lead you to where you need to be. Sometimes it pays to play the naive card.

**If you don't know where to start with a complex issue...**

...then avoid focusing too much on the unknown. Follow the facts and see where they lead you. Building the puzzle piece by piece will help you see the whole picture.

**If you don't have the facts to reach the solution...**

...then get out there and find them. Plunge into a wide variety of sources. Ask questions of the experts. Draw on resources you already have and explore those you don't.

## JOB ASSIGNMENTS

- Collaborate with others to troubleshoot a performance or quality problem with a product or service that is receiving many customer or stakeholder complaints.
- Take on an assignment where you will be charting new ground, collecting and analyzing lots of data, and making recommendations to senior leaders.
- Tackle a tough problem that others have previously failed to solve. Besides analyzing the why behind the failure, think about applying principles from similar situations that had successful solutions.
- Assemble a team of experts to solve a complex issue with potentially serious implications for employees, customers, the public, or your organization's reputation (health, safety, etc.).
- Work with colleagues across the enterprise to determine the root causes of a talent-related problem (e.g., increase in turnover, decline in engagement) and recommend steps to address it.

## Your development plan

WRITE NOTES AS YOU DISCUSS IDEAS WITH YOUR COACH, YOUR MANAGER, OR TRUSTED COLLEAGUES.

Making good and timely decisions that keep the organization moving forward.

TAKE TIME TO REFLECT...	JOB ASSIGNMENTS
<p><b>If you tend to be impulsive and plunge right in...</b>            ...then consider that investing time up front can save time later on. If you rush now, you might have to revise or repair later. Stop. Consider. Choose your direction more wisely.</p> <p><b>If your personal views often seem to take precedence...</b>            ...then recognize that stepping back from your own views may improve the quality of your decisions. Gathering the facts and analyzing the information available will help you be far more objective.</p> <p><b>If you worry about not having the answers required...</b>            ...then understand that it doesn't all have to be down to you. Inviting other people's input can add a new dimension to the decision-making process with the added benefit of taking some pressure off you.</p>	<ul style="list-style-type: none"> <li>• Join a task force making decisions on an important issue, where you will need to share information and consider the long- and short-term implications for the business.</li> <li>• Make a strategic decision on where to invest future resources (new markets, new products/services, etc.). Evaluate alternatives using the best-suited analytical tools combined with the judgment of experienced stakeholders.</li> <li>• Be part of a talent review or hiring process, making people decisions for the department or unit as objectively and unbiased as possible.</li> <li>• Manage the procurement of important services, equipment, supplies, systems, etc., gathering diverse input from stakeholders and analyzing the data before making the call.</li> <li>• Handle a crisis for the organization, requiring you to make a timely decision where all parties will not be pleased with the outcome.</li> </ul>

WRITE NOTES AS YOU DISCUSS IDEAS WITH YOUR COACH, YOUR MANAGER, OR TRUSTED COLLEAGUES.

Anticipating and balancing the needs of multiple stakeholders.

TAKE TIME TO REFLECT...	JOB ASSIGNMENTS
<p><b>If you focus purely on results and forget about people...</b> ...then understand that stakeholders can help you get there faster, but they can also hold you back. Get them on board. Understand them. Engage them.</p> <p><b>If you think that having a multitude of stakeholders will slow progress...</b> ...then remember investing time up front can save you time later on. It's less about the number of stakeholders and much more about taking the right approach. The more stakeholders in your corner, the more your ideas will gain traction.</p> <p><b>If you think you can predict what each stakeholder group needs...</b> ...then tread carefully. Making assumptions can be dangerous and lead you down the wrong path entirely.</p>	<ul style="list-style-type: none"><li>• Take on a project with a wide variety of internal and external stakeholders. Rise to the challenge of juggling priorities, preferences, and needs.</li><li>• Design a communications plan to inform stakeholders about a change that is not likely to be well-received.</li><li>• Get a group of stakeholders together who were involved in a recent project. Gather information from them regarding what worked well for them and what didn't.</li><li>• Present the strategic imperatives of the organization to your team, explaining where their efforts fit into the larger goals.</li><li>• Volunteer to rescue a project with unhappy stakeholders. Find out what's gone wrong. Engage them in moving forward in the right direction.</li></ul>

WRITE NOTES AS YOU DISCUSS IDEAS WITH YOUR COACH, YOUR MANAGER, OR TRUSTED COLLEAGUES.

Taking a broad view when approaching issues, using a global lens.

TAKE TIME TO REFLECT...	JOB ASSIGNMENTS
<p><b>If you don't know much about other parts of the world...</b>  ...then widen your horizons. In today's world, brilliant ideas and disruptive competition can come from everywhere. Step beyond your borders. Become a global citizen.</p> <p><b>If your field of vision tends to be limited and narrow...</b>  ...then broaden your perspective and see the world through a wide-angle lens. Be curious. Explore. Expand your comfort zone.</p> <p><b>If you're worried about uncertainties in the global arena...</b>  ...then ask questions rather than relying on the same old answers. Appreciate differences. Recognize similarities. Build relationships across borders based on shared goals.</p>	<ul style="list-style-type: none"> <li>• Study an international trend, product, service, or process, and report back on how it relates to current issues and impacts future possibilities for your organization.</li> <li>• Work on a project that involves travel and study of a global issue, and then present strategic implications to management.</li> <li>• Take an extended overseas assignment that will deepen your international knowledge and scope.</li> <li>• Lead or work with a cross-functional project or action learning team made up of nationals from a number of countries, making global connections and seeing how the pieces fit together.</li> <li>• Become a volunteer for six months or more for an outside global organization in which you'll collaborate and have direct communication with people from different backgrounds or cultures.</li> </ul>

WRITE NOTES AS YOU DISCUSS IDEAS WITH YOUR COACH, YOUR MANAGER, OR TRUSTED COLLEAGUES.

Creating new and better ways for the organization to be successful.

TAKE TIME TO REFLECT...	JOB ASSIGNMENTS
<p><b>If you rely on the familiar rather than seeking out the new...</b>  ...then consider that breakthrough results often arise from unconventional thinking. Challenge yourself to be creative. Be bold. Have fun. Give yourself permission to try, and maybe fail.</p> <p><b>If you're quick to provide most of the ideas yourself...</b>  ...then hold back. Discover the fertile minds around you. Unleashing the creative potential will lead to innovation you didn't realize possible.</p> <p><b>If you feel a creative approach could never work out...</b>  ...then start thinking of what can be possible if it does. Innovation and risk go hand in hand. Be bold. Think "What if?" Ask "Why not?"</p>	<ul style="list-style-type: none"> <li>• Relaunch an existing product, service, or process that's not doing well by gathering input from end users and trying things not tried before.</li> <li>• Facilitate a brainstorming session—define and clarify the problem/opportunity, generate ideas using various techniques, and narrow the list to solutions you want to strengthen, test, and implement.</li> <li>• Benchmark innovative business models, practices, processes, products, or services that come from both well-known and non-traditional competitors/sources, and report your findings to colleagues.</li> <li>• Take part in an entire innovation cycle for a new product/service—from research, design, concept refinement, and prototyping, through to its launch and use in the marketplace.</li> <li>• Identify an unmet need and experiment with different ways to fill the gap. Practice seeing failures or mistakes as opportunities to learn.</li> </ul>

WRITE NOTES AS YOU DISCUSS IDEAS WITH YOUR COACH, YOUR MANAGER, OR TRUSTED COLLEAGUES.

Seeing ahead to future possibilities and translating them into breakthrough strategies.

TAKE TIME TO REFLECT...	JOB ASSIGNMENTS
<p><b>If you focus on the here and now...</b>  ...then understand that strategy is foresight. What got you here today will not get you there tomorrow. Keep one eye on the present, and focus the other on looking to the future.</p> <p><b>If seeing ahead brings more fog than clarity...</b>  ...then recognize that a strategic mindset isn't about absolutes. Being curious and well-informed will help shed light on an uncertain future and make you more prepared for that future when it arrives.</p> <p><b>If you see strategy as abstract and not concrete enough...</b>  ...then make your strategies solid. As you forecast what the organization can become, figure out what needs to happen along the way. Turn abstract goals into a tangible path to action.</p>	<ul style="list-style-type: none"> <li>• Take on a project or assignment that requires significant strategic thinking and planning with colleagues from various disciplines, divisions, or geographies.</li> <li>• Prepare and present a strategic proposal to senior leaders that involves charting new ground. Identify the trade-offs inherent in any strategic decision.</li> <li>• Do a thorough trend analysis and environmental scan of your function, unit, or organization as part of the strategic planning process.</li> <li>• Manage an aspect of a rapidly expanding or growing operation that is instrumental to the organization's strategy.</li> <li>• Conduct a competitive analysis of your organization's products/services and position in the marketplace.</li> </ul>

WRITE NOTES AS YOU DISCUSS IDEAS WITH YOUR COACH, YOUR MANAGER, OR TRUSTED COLLEAGUES.

Taking on new opportunities and tough challenges with a sense of urgency, high energy, and enthusiasm.

TAKE TIME TO REFLECT...	JOB ASSIGNMENTS
<p><b>If you shy away from getting started and find yourself hesitating instead of acting...</b>            ...then recognize that thinking about it, analyzing it, and planning it are all important, but they don't get the job done. You have to take the plunge and get going.</p> <p><b>If you worry your course of action is not correct and may fail...</b>            ...then be aware that putting things off is not going to help. Even if the way isn't certain, take a few preliminary steps. As you push ahead, the right path will likely grow clearer.</p> <p><b>If you often lose sight of the purpose and goal...</b>            ...then reflect on the "Why?" behind what you are doing. Busy does not mean effective. Keeping focused on the overall goal is critical to staying productive and aligned.</p>	<ul style="list-style-type: none"> <li>• Volunteer to lead a project that will require driving many actions within very aggressive time frames.</li> <li>• Take on a daunting task such as stepping in to fix a critical initiative that has stalled, lost focus, or encountered major obstacles.</li> <li>• Identify and pursue a bold new opportunity for the organization. Make a case for the new idea, draft a plan of action, and carry forward the steps needed to ensure successful returns.</li> <li>• Turn around the performance of a project team or group that has become bogged down by many competing priorities. Provide a clear path forward and execute the vital actions necessary for success.</li> <li>• Take responsibility for a task or a target that people have grown weary of and instill a feeling of renewed purpose, energy, and drive in the team.</li> </ul>

WRITE NOTES AS YOU DISCUSS IDEAS WITH YOUR COACH, YOUR MANAGER, OR TRUSTED COLLEAGUES.



Securing and deploying resources effectively and efficiently.

TAKE TIME TO REFLECT...	JOB ASSIGNMENTS
<p><b>If the task seems impossible with the resources you have...</b>            ...then renegotiate and refocus. Figure out what's possible with limited resources. The resources that have brought you this far can probably take you even further. Use old tools in new ways. Improvise and adapt. Find a way.</p> <p><b>If your “go to” resources have got up and gone...</b>            ...then recognize the risks of relying on the same sources again and again. Seek out new options. Use your knowledge of your environment. Tap into connections. Always be on the lookout.</p> <p><b>If you don't have what you need to get the job done...</b>            ...then consider that the solution doesn't always stare you in the face. Look beyond the obvious. Get creative. Think possibilities and “what ifs.” Sometimes the most unlikely options turn out to be the best fit.</p>	<ul style="list-style-type: none"> <li>• Offer to lead an underresourced project that requires you to bargain and trade with others to get what you need to succeed.</li> <li>• Begin something from scratch that requires your bringing a team together and initiating simultaneous actions under a tight time frame.</li> <li>• Take on a task where you've failed in the past. Push yourself outside your comfort zone and experiment with new ways of achieving success.</li> <li>• Consider tasks that are no longer developmental for you but would be for others, and delegate them.</li> <li>• Volunteer to plan an off-site meeting, conference, convention, trade show, or other event where you're almost certain to encounter changing requirements and obstacles that will test your resourcefulness.</li> </ul>

WRITE NOTES AS YOU DISCUSS IDEAS WITH YOUR COACH, YOUR MANAGER, OR TRUSTED COLLEAGUES.

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

TAKE TIME TO REFLECT...	JOB ASSIGNMENTS
<p><b>If you find it difficult to usher people to action...</b>  ...then make sure people understand what's important. Helping them see the goal will create energy and drive around achieving it. Using a "pull" strategy will likely be more effective than pushing others to act.</p> <p><b>If letting go of control makes you nervous and tense...</b>  ...then consider that hanging onto it will hold you back. Letting go of the reins will be a huge step forward in getting more work done overall.</p> <p><b>If you feel that your way is the only way to succeed...</b>  ...then open your mind to means untested. Directing work is more about providing focus and structure than dictating methods. Encourage ideas; stimulate commitment.</p>	<ul style="list-style-type: none"> <li>• Assemble and direct a team of diverse people to accomplish a difficult task. One where you can't go it alone and leveraging the skills of others is integral to success.</li> <li>• Lead a group of people on a project that requires them to step up. Tap into their current skill and ability levels, then delegate responsibilities to stretch, challenge, build skill, and increase confidence.</li> <li>• Offer to take over a failing project. Engage in real-time damage control, removing obstacles, negotiating for resources, redistributing work, etc., while keeping the team on task toward its goal.</li> <li>• Manage a group of people who are towering experts and you are not. Give them a clear outcome, then stand back and allow them the freedom to perform. Let them take credit for success.</li> <li>• Volunteer to manage a group of low-competence or low-performing people through a task they couldn't do by themselves.</li> </ul>

WRITE NOTES AS YOU DISCUSS IDEAS WITH YOUR COACH, YOUR MANAGER, OR TRUSTED COLLEAGUES.

## Plans and aligns

Planning and prioritizing work to meet commitments aligned with organizational goals.

## To develop this competency

## TAKE TIME TO REFLECT...

**If you'd rather improvise than take the time to come up with a plan...**

...then consider that there are many destinations you'll never reach without a map. A strong plan allows you to take well-considered steps in new territory. Avoid hazards. Arrive sooner.

### If you're spontaneous by nature...

...then recognize the potential pitfalls of doing things without the benefit of forethought. Aligning resources, ideas, and goals requires anticipation and planning. It doesn't happen by accident.

### If you're easily unsettled when things go off track...

...then acknowledge that sometimes plans go awry. Obstacles are inevitable, so staying open to a shift in route is pragmatic and realistic. Detours can turn out to be the best part of any trip.

## JOB ASSIGNMENTS

- Plan an off-site meeting, conference, convention, or trade show where you'll need to closely monitor the time line leading up to the event.
- Lead a strategic alignment initiative to ensure your team/department/unit goals and plans are integrated with those from other areas, and that all are aligned with broader organizational priorities.
- Take on a project or assignment that requires collaborative planning with colleagues from various disciplines, divisions, or geographies.
- Plan the renovation of an office, floor, building, service center, lab, warehouse, etc., that requires you to carefully manage scope and resources.
- Plan the installation and integration of a new process or system (e.g., IT, HR, finance, procurement), making sure stakeholders remain engaged and updated throughout the process.

## Your development plan

WRITE NOTES AS YOU DISCUSS IDEAS WITH YOUR COACH, YOUR MANAGER, OR TRUSTED COLLEAGUES.

Knowing the most effective and efficient processes to get things done, with a focus on continuous improvement.

TAKE TIME TO REFLECT...	JOB ASSIGNMENTS
<p><b>If you'd rather tolerate a bad process than spend time getting it fixed...</b>            ...then reflect on the problems it's caused you over the last six months. The holdups. The wasted effort. The rework. The frustration. The missed opportunities. Invest time now; be glad you did later.</p> <p><b>If keeping everything running smoothly is a challenge for you...</b>            ...then recognize that you may have to prioritize what you focus on. Channel your energy where the benefit of the improvement is worth the cost of the effort.</p> <p><b>If you see process as the critical aspect of any project...</b>            ...then watch that the process doesn't dominate the outcome. Remember, processes are the means to an end. Strive to improve, but keep your focus on the final result.</p>	<ul style="list-style-type: none"> <li>• Develop a process to improve the efficiency of services delivered to internal or external customers of your group or function. Monitor it. Learn from it. Further improve it.</li> <li>• Create and present a process time line for a change initiative incorporating goals, deadlines, resources, and measurement metrics.</li> <li>• Learn as much as you can about Lean methodology and outline how it could be used to improve your organization's product delivery processes. Apply it to an area you are working on.</li> <li>• Shadow the person in your organization responsible for quality. Deliver a presentation on quality processes used in your organization.</li> <li>• Monitor and follow a new product or service through the entire idea, design, test market, and launch cycle.</li> </ul>

WRITE NOTES AS YOU DISCUSS IDEAS WITH YOUR COACH, YOUR MANAGER, OR TRUSTED COLLEAGUES.

Holding self and others accountable to meet commitments.

TAKE TIME TO REFLECT...	JOB ASSIGNMENTS
<p><b>If you're worried about being blamed when things go wrong...</b>            ...then consider that taking accountability also means you're likely to get the credit when things go right. Accountability involves taking the rough with the smooth.</p> <p><b>If you let things slide rather than challenging others to deliver...</b>            ...then remember that success often depends on each person in the team contributing. If someone isn't getting the job done, they will need to improve or accept the consequences. Otherwise, the whole team may suffer.</p> <p><b>If you take accountability yourself, but don't instill it in others...</b>            ...then find out how to make the work matter for your team. What will success bring? What are the consequences of missing targets? Show them why excellence is essential.</p>	<ul style="list-style-type: none"> <li>• Put yourself forward to lead the resolution of a tough problem that requires help from others. Recognize what others have to offer and how they can support you.</li> <li>• Volunteer to present a proposal to a senior team that you know will provoke contention, raise challenging questions, and encourage debate. Be prepared to fight your corner.</li> <li>• Volunteer to lead the definition of SMART goals for a new or evolving project.</li> <li>• Work on a project that analyzes performance and results and take responsibility for feeding back the outcome to those involved.</li> <li>• Design a set of formal and informal measures of progress for your current responsibilities. Share them with your boss. Review your progress on an ongoing basis.</li> </ul>

WRITE NOTES AS YOU DISCUSS IDEAS WITH YOUR COACH, YOUR MANAGER, OR TRUSTED COLLEAGUES.

Consistently achieving results, even under tough circumstances.

TAKE TIME TO REFLECT...	JOB ASSIGNMENTS
<p><b>If the goal ahead seems unattainable...</b>            ...then make it your mission to get others on board. Securing the commitment of the team is critical. Clarify the goal. Sell the vision. Share the plan. Define roles. Turn them loose.</p> <p><b>If you've been pushing hard and don't see an end in sight...</b>            ...then remember the goal you are striving toward. Celebrate what you've achieved so far. Regroup. Plunge back in with renewed vigor.</p> <p><b>If you can't face those last few steps of the task...</b>            ...then ask yourself what's holding you back. Inspiration and aspiration are just the start. Action is what will take you across the finish line. Craft a plan. Carve out the time. Focus on the goal in sight.</p>	<ul style="list-style-type: none"> <li>• Lead a team in launching a new product or service with a large potential impact on the business. Involve them in thinking through how to maximize benefit to the business.</li> <li>• Manage the successful installation of a new process or system under a tight deadline. Secure the right support and build a strong sense of commitment to making it a success.</li> <li>• Lead a stalled project to successful completion within the next few weeks. Identify the issues and generate solutions to move it forward.</li> <li>• Develop an actionable time line to improve performance in a group that has lost momentum. Dig deep for the reasons and take action to get them back on track.</li> <li>• Create, champion, and track a fundraising campaign with a clear financial goal. Get creative about how it can be exceeded.</li> </ul>

WRITE NOTES AS YOU DISCUSS IDEAS WITH YOUR COACH, YOUR MANAGER, OR TRUSTED COLLEAGUES.

Building partnerships and working collaboratively with others to meet shared objectives.

TAKE TIME TO REFLECT...	JOB ASSIGNMENTS
<p><b>If you have a tough goal that you're not sure how to reach...</b> ...then others likely hold the key. You don't have to do it all yourself. You don't need to have all the answers. Partnering with people can make the path clearer and make solutions stronger.</p> <p><b>If you'd rather do it yourself than collaborate with others...</b> ...then realize that there are many risks to going it alone. Isolation. Overwork. Independence is great, but a soloist can't make a symphony.</p> <p><b>If you focus more on your own victories than on shared success...</b> ...then recognize that your talents, however great, are only part of the whole. Many heads are often better than one, and the overall result far greater.</p>	<ul style="list-style-type: none"><li>• Work on a project with someone you've disagreed with in the past so you can practice give-and-take dialogue, working through conflict, and finding shared goals and values.</li><li>• Volunteer to make a presentation on a group project. Ask everyone who participated on the project to help with the presentation and then debrief the situation after you are done.</li><li>• Resolve an issue in conflict between two people, units, geographies, functions. Help them share their perspectives, build understanding, and bring the issue to resolution.</li><li>• Manage a cost-cutting exercise or a project where there are various perspectives and inherent conflict, where you need to solve the problem and keep all parties satisfied.</li><li>• Take on a project that is too large for one person and requires cross-organizational collaboration in order to achieve results and solve the problem.</li></ul>

WRITE NOTES AS YOU DISCUSS IDEAS WITH YOUR COACH, YOUR MANAGER, OR TRUSTED COLLEAGUES.

Handling conflict situations effectively, with a minimum of noise.

TAKE TIME TO REFLECT...	JOB ASSIGNMENTS
<p><b>If you often get bogged down when disagreement arises...</b>            ...then understand that the end point doesn't have to be win/lose. There are lots of other potential outcomes. A conflict well handled can bring about great ideas and new possibilities.</p> <p><b>If you often have firm views that lead you into conflict with others...</b>            ...then appreciate that your way is not the only way. Others may also have strong opinions. You don't have to agree with these views, but you will need to listen if you want to make any progress.</p> <p><b>If you tend to get emotional when conflict is looming...</b>            ...then consider that emotions can turn a spark into an inferno. The last thing you want to do is fan the flames. Keep your emotions in check. Manage conflict; don't let it manage you.</p>	<ul style="list-style-type: none"> <li>• Make peace with an enemy, someone you've disappointed or don't get along with. Apologize for your part in the conflict, encourage dialogue, and listen to find a solution for the greater good.</li> <li>• Resolve a conflict between two people or two departments. Get clear on the values and positions of each individual and gauge how that will play out during resolution efforts.</li> <li>• Assemble a team of diverse people to accomplish a difficult task. Anticipate the natural conflicts this will bring about and prepare to work through, rather than avoid, them.</li> <li>• Enroll as a member of a union-negotiating or grievance-handling team. You'll be exposed to opportunities to practice staying calm and neutral when tensions escalate.</li> <li>• Manage a group through a significant international crisis or conflict that is outside your home country. Research and be clear on the cultural norms for dealing with conflict before stepping in.</li> </ul>

WRITE NOTES AS YOU DISCUSS IDEAS WITH YOUR COACH, YOUR MANAGER, OR TRUSTED COLLEAGUES.



## Interpersonal savvy

Relating openly and comfortably with diverse groups of people.

## To develop this competency

## TAKE TIME TO REFLECT...

**If the prospect of interacting with others makes you want to turn and run...**

...then turn and face it instead. Take the first step. Start the conversation. Share a little. Listen plenty. Learn a lot.

**If you focus more on facts than on people and relationships...**

...then be sure to find a balance. Creating and strengthening connections can make it easier for you to achieve your goals.

### If you're savvy with some and awkward with others...

...then think carefully about what's different. Why are you less comfortable with some people? Recognize your blocker. Be OK with discomfort. Set yourself the goal of working through it.

## JOB ASSIGNMENTS

- Attend informational meetings presented by other departments and functional areas. Use these as an opportunity to interact with people from other areas of the organization.
- Get to know people on an informal level in informal settings. Grab coffee. Set up a lunch meeting. Go for a walk with colleagues.
- Seek projects that require you to work with other workgroups. Try to select those which will introduce you to areas you have had little or no contact with previously.
- Manage a dissatisfied internal or external customer; troubleshoot a performance or quality problem with a product or service. Adapt your interpersonal style to the situation.
- Resolve an issue between two people, units, geographies, functions, etc. Practice using your interpersonal skills to keep things calm and resolve the issues.

## Your development plan

WRITE NOTES AS YOU DISCUSS IDEAS WITH YOUR COACH, YOUR MANAGER, OR TRUSTED COLLEAGUES.

Effectively building formal and informal relationship networks inside and outside the organization.

TAKE TIME TO REFLECT...	JOB ASSIGNMENTS
<p><b>If you feel networking is a lot of effort for little reward...</b>  ...then you need to think about it in a different way.  Networking is not all about getting an immediate return. It's about expanding your effectiveness by knowing people and being known.</p> <p><b>If you tend to be unfocused in your approach...</b>  ...then define your purpose. Think quality not quantity. Being clear on what you hope to gain from building your network will help ensure you get what you need.</p> <p><b>If you find yourself interacting with the same people again and again...</b>  ...then discover pleasant surprises by branching out. Be bold. Step into new territory. Building networks in areas that are far removed from your work—whether different industries or geographies—can be refreshing, enlightening, and rewarding.</p>	<ul style="list-style-type: none"> <li>• Join or lead a virtual team deploying a new system, process, or procedure across decentralized and/or dispersed units. Note what tools and processes are most effective in helping members of the team connect.</li> <li>• Create and introduce a system for mapping important relationships for new employees. Test it out with the next few people to join the team.</li> <li>• Interview six people in six different areas and write a report on what you learned about their perspectives on the business. Consider how you will be able to use this information to help build your network. Keep a record of the new relationships you develop at all levels.</li> <li>• Lead a team that creates a multi-functional onboarding or mentoring program involving senior management.</li> <li>• Join a project that involves travel and/or short assignments in other regions of the world. Think through the information you will need to gather and set some time lines to get this done.</li> </ul>

WRITE NOTES AS YOU DISCUSS IDEAS WITH YOUR COACH, YOUR MANAGER, OR TRUSTED COLLEAGUES.

Attracting and selecting the best talent to meet current and future business needs.

TAKE TIME TO REFLECT...	JOB ASSIGNMENTS
<p><b>If you focus more on what the organization delivers than on the people it hires...</b>            ...then understand that without strong talent, none of the organization's goals will be achieved. Getting the right people on board is the first step to making great things happen.</p> <p><b>If you never change your routine when it comes to hiring talent...</b>            ...then stop and think about your approach. Each situation is different, so put the need ahead of the process.</p> <p><b>If your gut instinct is strong and has never failed you yet...</b>            ...then consider that this time it easily could. Your "good feeling" could turn out to be a very bad mistake.</p>	<ul style="list-style-type: none"> <li>• Volunteer to work as an assessor in an assessment center for a team outside your unit. If possible, double up with another assessor to learn from their experience.</li> <li>• Work on a team that's deciding which talent to keep and which to let go in a layoff, shutdown, layering, or merger. Adopt a thorough, objective decision-making process to address the talent the organization needs going forward.</li> <li>• Offer to review and recommend improvements to the way your organization attracts and recruits talent. Talk to people who have used the current hiring process. Find out what works well and what needs improvement.</li> <li>• Lead a project that's unfamiliar territory for you. Choose one that requires you to hire and manage experts in a field you are not used to working in.</li> <li>• Offer to support someone whose current role is not a great match for their talent. Coach them through their transition to a role that better suits their talents and strengths.</li> </ul>

WRITE NOTES AS YOU DISCUSS IDEAS WITH YOUR COACH, YOUR MANAGER, OR TRUSTED COLLEAGUES.

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

TAKE TIME TO REFLECT...	JOB ASSIGNMENTS
<p><b>If you think helping others develop isn't your job...</b>  ...then recognize that it's potentially part of everyone's role. Develop the habit of providing support and guidance. Help people when they're stuck. Become a spontaneous coach. Do a little every day.</p> <p><b>If you expect that people should learn on their own time...</b>  ...then understand that most learning comes from ongoing experience. Helping people see the learning opportunities in everything they do is helping them to develop.</p> <p><b>If you're focused on the skills that are needed today...</b>  ...then ask yourself what will be needed tomorrow. Starting to build these capabilities now will give you a head start for the future.</p>	<ul style="list-style-type: none"> <li>• Volunteer to mentor someone outside your unit. Understand their goals and expectations and make sure you're tailoring your approach to meet their needs.</li> <li>• Offer to lead the creation of a two- to five-year capability development plan for your unit. Focus on the organization's strategy and the skills and abilities required to achieve it.</li> <li>• Manage a team of inexperienced people. Work with each individual to create a 70:20:10 development plan to build the skills they need. Review and appraise progress regularly.</li> <li>• Take responsibility for developing an underperformer. Start by giving them a fair and accurate appraisal of their current strengths and weaknesses and clarify the performance gap.</li> <li>• Lead the setup of a people development forum across your unit/organization. Showcase best practices, break down silos, and share talent more effectively.</li> </ul>

WRITE NOTES AS YOU DISCUSS IDEAS WITH YOUR COACH, YOUR MANAGER, OR TRUSTED COLLEAGUES.

Recognizing the value that different perspectives and cultures bring to an organization.

TAKE TIME TO REFLECT...	JOB ASSIGNMENTS
<p><b>If you surround yourself with people who are similar to you...</b> ...then recognize the value of a wider circle. Embrace difference. Respect diversity. Open the door to new ideas and possibilities.</p> <p><b>If you sense a resistance to diversity in your team...</b> ...then step in to turn things around. Everyone has a responsibility to create an environment where all are valued, listened to, and learned from.</p> <p><b>If you tolerate differences but don't embrace their value...</b> ...then you're probably missing the point. Diversity brings benefits that sameness can't. Recognize the need for differences and you help ensure the organization excels in an increasingly diverse world.</p>	<ul style="list-style-type: none"> <li>• Participate in a project with people who have different backgrounds, perspectives, and experiences than you. Tap into their knowledge and experience.</li> <li>• Take on a task working with global team members or customers that requires you to communicate regularly across borders, time zones, and cultures.</li> <li>• Get a mentor who is different from you. Learn about their unique perspective based on their culture, background, ethnicity.</li> <li>• Volunteer to join a team with a history of conflicted relationships where you can practice conflict-resolution skills with people who have different points of view or work styles.</li> <li>• Work on a project that requires overseas travel. Immerse yourself in the culture.</li> </ul>

WRITE NOTES AS YOU DISCUSS IDEAS WITH YOUR COACH, YOUR MANAGER, OR TRUSTED COLLEAGUES.

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

TAKE TIME TO REFLECT...	JOB ASSIGNMENTS
<p><b>If you like to go it alone...</b>  ...then understand the benefits to be gained from pulling people together. Encourage mutual support. Build a sense of commitment and cooperation. Instill this in the team and become more comfortable with it yourself.</p> <p><b>If your long-standing team works just fine the way it is...</b>  ...then ask yourself is it effective, or does it just feel good? Is it actually performing or just a comfortable place to be? A positive team atmosphere is only great when team results are also great.</p> <p><b>If you think every group is automatically a team...</b>  ...then recognize that teams have to be formed and nurtured. It takes effort, commitment, alignment, and a great deal besides. Teamwork doesn't happen by accident; it happens by design.</p>	<ul style="list-style-type: none"> <li>• Be an active member of a virtual team, ensuring all members stay connected, motivated, and productive.</li> <li>• Work on a team handling a high-stakes business issue, where you will need to share information and make sense of it quickly.</li> <li>• Assemble a team of diverse people to accomplish a difficult task that requires collaboration and creative thinking. Agree on purpose, goals, roles, and a structure that best supports the team's work.</li> <li>• Coach a team that is demonstrating lack of trust, split focus, or suboptimal performance.</li> <li>• Lead a community project team outside the workplace, practicing teaming skills you want to improve. Gather feedback from members of the project team, then apply the feedback on the job.</li> </ul>

WRITE NOTES AS YOU DISCUSS IDEAS WITH YOUR COACH, YOUR MANAGER, OR TRUSTED COLLEAGUES.

Developing and delivering multi-mode communications that convey a clear understanding of the unique needs of different audiences.

TAKE TIME TO REFLECT...	JOB ASSIGNMENTS
<p><b>If you assume communication is simple to get right...</b>  ...then understand that it's just as simple to get it wrong. Take time to consider the feedback you receive. Make changes to hone your technique.</p> <p><b>If you're lacking in confidence when you have to communicate...</b>  ...then allocate time for preparation. It often requires several "takes" to get the content and the style right. Planning and practice will give your confidence the boost it needs.</p> <p><b>If your message doesn't land with the impact you want...</b>  ...then recognize that communication is far more than just getting the right words out. Whether through speaking or writing, having only one approach is too limiting. Planning the "how" is just as important as preparing the "what."</p>	<ul style="list-style-type: none"> <li>• Lead or join a team charged with communicating a major change initiative in your function. Think carefully about the challenging messages that need to be conveyed and plan how you will cover them clearly and succinctly.</li> <li>• Create and deliver a presentation on a new technological development that could revolutionize your business area. Think carefully about how you tailor the presentation to suit the audience.</li> <li>• Write a report justifying a major capital investment in new production equipment. Communicate the financial information clearly to engage and inform the reader.</li> <li>• Collect ideas to improve a critical process in your function and write a synopsis discussing the merits of each.</li> <li>• Lead a team discussion on how to improve their accountability and commitment to each other. Use this as an opportunity to involve everyone. Draw them into the conversation and make them feel involved.</li> </ul>

WRITE NOTES AS YOU DISCUSS IDEAS WITH YOUR COACH, YOUR MANAGER, OR TRUSTED COLLEAGUES.

## Drives engagement

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

## To develop this competency

## TAKE TIME TO REFLECT...

**If you're self-motivated, pumped, and raring to go...**

...then recognize that everyone might not be. What engages one may disengage another. Take time to find out what makes people tick.

**If you demand great results and give nothing back...**

...then be aware that burnout could be just around the corner. Even those most committed to their work need some recognition and stimulation to keep them going.

**If you think you've "done" engagement and have checked it off your list...**

...then remember that engagement is not a “once and done.” It can take a long time to build and seconds to crumble. Keeping it strong requires constant maintenance and repair work.

## JOB ASSIGNMENTS

- Pull together a creative-thinking group, inviting people from all functions, at all levels, to share their ideas on overcoming key business challenges.
- Volunteer to lead a group through a change where there is a high level of resistance. Take time to understand what's causing people to feel as they do about the change and help them work through it.
- Lead an engagement task force to identify what needs to be done to increase levels of engagement across the organization. Report findings and recommendations back to senior management.
- Take on a failing project and rally a team to turn it around. Involve everyone fully in generating ideas for making the project a success and give them accountability.
- Identify the number one barrier to success across the organization. Present a proposal to senior management on what must be done to eliminate the barrier.

## Your development plan

WRITE NOTES AS YOU DISCUSS IDEAS WITH YOUR COACH, YOUR MANAGER, OR TRUSTED COLLEAGUES.



Maneuvering comfortably through complex policy, process, and people-related organizational dynamics.

TAKE TIME TO REFLECT...	JOB ASSIGNMENTS
<p><b>If you think formal channels are the only route to get things done...</b>            ...then ask whether the path less traveled can bring you to a more rewarding destination. Looking behind the scenes can introduce you to information and ideas you didn't even know existed.</p> <p><b>If you're baffled by the maze of organizational politics...</b>            ...then take a step back to see connections. To understand how things work and why they sometimes don't. Listen. Observe. Analyze. Learn.</p> <p><b>If you don't take time to understand what's going on around you...</b>            ...then recognize that you could be making your job a lot harder for yourself. Knowing who's who and what's what can help you make a far more valuable contribution to the organization.</p>	<ul style="list-style-type: none"> <li>• Relaunch an existing product or service that's not doing well. Investigate why it's not successful. Identify what is needed for it to be successful.</li> <li>• Work on a team looking at a reorganization plan. Work on fully understanding where the organization is headed. Do your homework on the organization, including any strategic planning or vision statements to help inform the organizational structure.</li> <li>• Conduct a postmortem on a failed project and present the findings to the people involved. Involve them in discussions about how things will need to be approached differently next time.</li> <li>• Write a proposal for a new policy, process, mission, charter, product, service, or system and sell it to management. Anticipate the challenges and questions they will have and be prepared to handle these.</li> <li>• Volunteer to find a way of bringing together and/or aligning processes, systems, or procedures from across a range of business units.</li> </ul>

WRITE NOTES AS YOU DISCUSS IDEAS WITH YOUR COACH, YOUR MANAGER, OR TRUSTED COLLEAGUES.

Using compelling arguments to gain the support and commitment of others.

TAKE TIME TO REFLECT...	JOB ASSIGNMENTS
<p><b>If you have good ideas that no one seems to want to hear about...</b> ...then realize that a strong idea requires a strong case behind it. Delivering compelling evidence and capturing people's imaginations can help ensure a win.</p> <p><b>If you're frustrated by the endless debates that simple changes require...</b> ...then reconcile yourself with the need to be persistent. Your strength of resolve will pay dividends in the long run and get you the results you're looking for.</p> <p><b>If you find relating to others tough and a chore...</b> ...then recognize the importance of people feeling connected in order to accept a point of view. It's easier for them to buy into your idea if they buy into you.</p>	<ul style="list-style-type: none"><li>• Lead or participate in a change initiative, such as a business integration, that requires people from different organizations to create a new structure.</li><li>• Volunteer to represent your organization as the keynote speaker or expert panelist at an upcoming industry conference.</li><li>• Invite the most skeptical member of your peer group to partner with you on a change initiative. Get to the root of their resistance and help them understand the importance of the change.</li><li>• Create and lead a webinar discussion on the value of self-awareness in persuasive leaders. Create a compelling session that will engage your audience.</li><li>• Handle a tough negotiation with an internal or external client or customer. Beforehand, find out as much as you can about them and try to understand the situation from their viewpoint.</li></ul>

WRITE NOTES AS YOU DISCUSS IDEAS WITH YOUR COACH, YOUR MANAGER, OR TRUSTED COLLEAGUES.

Painting a compelling picture of the vision and strategy that motivates others to action.

TAKE TIME TO REFLECT...	JOB ASSIGNMENTS
<p><b>If you see that people are not tracking with your message or with the strategy overall...</b>            ...then emphasize the importance of being as one. Bring into focus the purpose that everyone has in common. The goals you all share. The customers you all serve. The future you are trying to create.</p> <p><b>If you sense that excitement about the strategy is losing steam...</b>            ...then relight the fire. Bring the mission to life. Create milestones for people to rally around. Celebrate successes along the way. Build enthusiasm for goals that everyone buys into.</p> <p><b>If you feel people don't see the importance of what they do...</b>            ...then keep the vision front and center. Make it real. Show them the difference their contribution makes. Let them see how significant their role is in the grand scheme of the organization.</p>	<ul style="list-style-type: none"> <li>• Be a change agent for a new process, product, or service. Create a symbol for the change and champion it through to implementation.</li> <li>• Assist a floundering team in developing a clear sense of purpose and a compelling vision for the future.</li> <li>• Take a strategic assignment that involves charting new ground and communicating the vision to a critical audience.</li> <li>• Prepare and present a strategic proposal to senior leaders that involves a change in direction and a request for sponsorship and resources.</li> <li>• Lead or be a team member on a start-up that requires creating a team charter to unify, focus, and inspire the team.</li> </ul>

WRITE NOTES AS YOU DISCUSS IDEAS WITH YOUR COACH, YOUR MANAGER, OR TRUSTED COLLEAGUES.

Stepping up to address difficult issues, saying what needs to be said.

TAKE TIME TO REFLECT...	JOB ASSIGNMENTS
<p><b>If you find it easier to go along with the status quo...</b>  ...then recognize that just drifting in the stream won't prepare you for possible turbulent rapids ahead. There are times when you need to steer against the current. Remember that convictions only have an impact if you act on them.</p> <p><b>If you're worried your views will turn people against you...</b>  ...then focus on your reason for taking a stand. If something's wrong, it needs to be right. If there's a better way, it needs to be found. Show resolve. You don't have to be popular to be respected.</p> <p><b>If you're worried that what you say will just rock the boat...</b>  ...then ask yourself if holding back is in the best interests of the organization. It might be time to shake things up. You might take some heat today, but tomorrow people may thank you for having the courage to speak up.</p>	<ul style="list-style-type: none"> <li>• Manage a group through a significant business crisis that requires quick action and difficult decisions.</li> <li>• Manage a cost-cutting project where you need to reduce inventory, resources, or realign the organization, such as shutting down a plant, regional office, product line, business, or operation.</li> <li>• Do a postmortem on a failed project, identifying what went well, what didn't go well, what could have been done differently, and your suggestions for the future. Present it to the people involved.</li> <li>• Work on a team looking at a reorganization plan where there will be more people than positions and requires courageous decisions and clear communication.</li> <li>• Write a proposal for a new policy, process, mission, charter, product, service, or system, and present and sell it to top management.</li> </ul>

WRITE NOTES AS YOU DISCUSS IDEAS WITH YOUR COACH, YOUR MANAGER, OR TRUSTED COLLEAGUES.

Gaining the confidence and trust of others through honesty, integrity, and authenticity.

TAKE TIME TO REFLECT...	JOB ASSIGNMENTS
<p><b>If you're concerned that others don't have full trust in you...</b> ...then find out why and take clear action to turn things around. Do the right thing—always. Be patient. Trust cannot be claimed; it needs to be earned.</p> <p><b>If you talk a good story but don't follow through...</b> ...then be aware that people will soon lose confidence if they hear the words but don't see the action. Demonstrate your commitment right through to the end result.</p> <p><b>If you sense that gossip is running rampant...</b> ...then understand that allowing negative “hearsay” can lead to a culture of distrust. Address rumors with speed and honesty. Focus on the underlying reasons.</p>	<ul style="list-style-type: none"><li>• Make peace with a colleague or customer you've disappointed in the past, apologizing for any mistakes and taking steps to renew trust.</li><li>• Mediate a conflict between two people or groups, where you'll need to gain the trust of both parties and facilitate an honest discussion leading toward resolution.</li><li>• Be a liaison or spokesperson for your organization in the local community, requiring you to instill trust while addressing the concerns they have related to your company's practices.</li><li>• Lead a team or group that is experiencing resistance due to a change that was imposed upon them (e.g., new structure, downsizing); practice restoring trust between the group and management.</li><li>• Teach a leadership or orientation course/webinar on your organization's code of ethics, including discussion on how to show integrity and handle challenging dilemmas.</li></ul>

WRITE NOTES AS YOU DISCUSS IDEAS WITH YOUR COACH, YOUR MANAGER, OR TRUSTED COLLEAGUES.

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

TAKE TIME TO REFLECT...	JOB ASSIGNMENTS
<p><b>If reflection doesn't come naturally to you...</b>            ...then recognize that taking the time to look back and learn is an important part of moving forward. Think about what worked and what didn't. Understand why. Modify your behavior to keep on the right track.</p> <p><b>If you've ever been surprised by feedback you've received...</b>            ...then be aware that behaviors that feel natural to you may rub others the wrong way. Examine the disconnect between your intentions and others' perceptions. Work to close the gap.</p> <p><b>If you're happy with how you are and don't want to change...</b>            ...then reflect before you reject. You might not recognize the feedback you receive or you may not like it, but don't discount it too early. Bite your tongue, take a deep breath, digest what you hear—then decide.</p>	<ul style="list-style-type: none"> <li>• Volunteer for an assignment in a different culture. Use this to become more aware of how you may respond in new or unfamiliar settings.</li> <li>• Start something new. Begin something from scratch or build a new area of the organization. Build a new team.</li> <li>• Take on an assignment that stretches your skills or pushes you to embrace a new challenge. Move to a new location, take on a position in a different area of the organization.</li> <li>• Complete a 360. Consider who may be able to give you the best feedback, not just those who will tell you what you want to hear.</li> <li>• Take on a new project outside your area of expertise. Make a point of asking those working with you for specific, honest, and regular feedback.</li> </ul>

WRITE NOTES AS YOU DISCUSS IDEAS WITH YOUR COACH, YOUR MANAGER, OR TRUSTED COLLEAGUES.

Actively seeking new ways to grow and be challenged using both formal and informal development channels.

TAKE TIME TO REFLECT...	JOB ASSIGNMENTS
<p><b>If you think development is always a formal affair...</b>  ...then consider that you've probably been learning through new challenges you take on. Accelerate the process by being conscious of it. Consider how you want to grow. Make a plan. Take action every day.</p> <p><b>If you know you have skill gaps and are uncomfortable with that...</b>  ...then accept that fallibility is not failure. There's no disgrace in being less than perfect. Most flaws can be fixed. Design your development plan to fill the most important gaps.</p> <p><b>If you can't seem to find time to learn anything new...</b>  ...then recognize that developing yourself doesn't have to be a separate event. Take just a few minutes a day to try something you've never tried before or do something in a different way. Practice a new skill each week.</p>	<ul style="list-style-type: none"> <li>• Take on a task that you have never tried, dislike or hate to do, and is outside of your domain. Stick to it and focus on the learning you're deriving from it.</li> <li>• Teach/coach someone how to do something you're an expert in. Invite them to tap into your knowledge and the lessons you took from your experiences.</li> <li>• Attend a course or event which will push you personally beyond your usual limits or outside your comfort zone.</li> <li>• Find and spend time with an expert to learn something in an area new to you, in either a work or non-work setting.</li> <li>• Take on an assignment outside of your current organizational area or region to practice working within a different organizational or global culture.</li> </ul>

WRITE NOTES AS YOU DISCUSS IDEAS WITH YOUR COACH, YOUR MANAGER, OR TRUSTED COLLEAGUES.

## Manages ambiguity

Operating effectively, even when things are not certain or the way forward is not clear.

## To develop this competency

## TAKE TIME TO REFLECT...

**If you feel more anxious than energized when things are uncertain...**

...then try to identify the source of your anxiety. If you understand what you're specifically concerned about, it will be easier for you to overcome your worries.

**If you tend to move slowly for fear of making mistakes...**

...then consider whether it's necessary caution or needless worry that's holding you back. Be prudent, but be persistent. Errors are inevitable. If you stumble and stray, view these as learning opportunities.

**If you feel overwhelmed when things are not crystal clear...**

...then recognize that ambiguity is inevitable. Things change. Accept ambiguity as the new normal. Embracing it will help you become comfortable with it.

## JOB ASSIGNMENTS

- Lead an organizational transition such as an acquisition or merger, handling ambiguous factors involving structure, systems, people, or processes.
- Start something from scratch for your company or customers (e.g., a new product, service, department). Manage the unknowns that accompany all start-ups.
- Be part of an initiative around entering a new or emerging market, with accountability for results despite no clear path to follow.
- Manage a group through a tough crisis with no easy answers. The tension may escalate, giving you a chance to practice keeping your emotions in check.
- Increase the scope or complexity of what you are currently doing, which will take you out of your comfort zone while needing to make decisions and effectively contribute.

## Your development plan

WRITE NOTES AS YOU DISCUSS IDEAS WITH YOUR COACH, YOUR MANAGER, OR TRUSTED COLLEAGUES.

[illegible]



## Nimble learning

Actively learning through experimentation when tackling new problems, using both successes and failures as learning fodder.

## To develop this competency

## TAKE TIME TO REFLECT...

**If you rely on your past experience when faced with new situations...**

...then recognize that what worked before might not always work going forward. A situation may look exactly the same, but there could be differences you're not seeing. Adapt. Try new things.

**If you lean toward doing rather than taking time to learn...**

...then understand that these aren't mutually exclusive. You're learning every day, even if you don't always stop to think about it. Set aside time to reflect and draw vital lessons from your experiences.

**If you prefer to reflect on successes and bury the failures...**

...then keep in mind that some of the most powerful learning comes from unsuccessful projects. Studying your mistakes may be painful, but it can turn an experience to forget into a lesson to remember.

## JOB ASSIGNMENTS

- Join professional organizations that will build your knowledge and allow you to meet your counterparts from other organizations. Ask them about their approaches, systems, or solutions and assess the relevance to your business.
- Look for opportunities to gain experience working in a cross-cultural setting where you are required to work with people who come from different backgrounds and have different experiences.
- Work on a cross-functional task force where you interact with people from different backgrounds and areas of the organization.
- Volunteer to lead a project or take on a role that is related to your area of expertise where you have less experience.
- Find a mentor. Look for a person who you admire and who demonstrates very strong skills in analyzing issues and solving problems creatively.

## Your development plan

WRITE NOTES AS YOU DISCUSS IDEAS WITH YOUR COACH, YOUR MANAGER, OR TRUSTED COLLEAGUES.

Rebounding from setbacks and adversity when facing difficult situations.

TAKE TIME TO REFLECT...	JOB ASSIGNMENTS
<p><b>If you feel like giving up when people push back...</b>  ...then ask yourself if you tend to give up too soon. Don't be discouraged by resistance. If your goal is worthwhile, you owe it to yourself to persist.</p> <p><b>If you find it hard to stay focused when the pressure is on...</b>  ...then find your release valve to reduce your stress levels. Keep things in perspective. Talk to trusted friends. Find ways to laugh.</p> <p><b>If you're feeling drained from things not working out...</b>  ...then take a break from the battle. Do whatever re-energizes you most. Recharge your batteries. Return to the situation with renewed vigor and focus.</p>	<ul style="list-style-type: none"> <li>• Take on a task or assignment that you dislike doing. Manage your own resistance to driving it through.</li> <li>• Prepare and present, with confidence, a significant proposal to your management team. Anticipate the resistance you may get and prepare to counter it.</li> <li>• Offer to take the lead on getting a derailed project back on track. Dig beneath the surface to find out what went wrong so you can work out how things need to be approached differently.</li> <li>• Solicit constructive criticism from a customer or stakeholder that you've had trouble with or find it hard to get along with. Look for what you can learn from the information you receive.</li> <li>• Develop and implement your own personal stress- and pressure-management plan. Seek input from experts who can help guide you.</li> </ul>

WRITE NOTES AS YOU DISCUSS IDEAS WITH YOUR COACH, YOUR MANAGER, OR TRUSTED COLLEAGUES.

Adapting approach and demeanor in real time to match the shifting demands of different situations.

TAKE TIME TO REFLECT...	JOB ASSIGNMENTS
<p><b>If you rely on one or two ways of handling most situations...</b>            ...then think of behaviors as tools. You don't need a sledge hammer to crack a walnut. A spoon won't help when you need a shovel. Use what's best to get the job done.</p> <p><b>If you feel self-conscious when trying out different ways...</b>            ...then recognize that adaptability is like a muscle. It gets stronger with exercise. Relax. Have fun with it. Today's awkward straining can be tomorrow's natural flexing.</p> <p><b>If you feel changing too much means you're not being yourself...</b>            ...then understand that if situations shift, staying the same isn't always an option. When the old route is blocked, you need a new map to guide you to the new route.</p>	<ul style="list-style-type: none"> <li>• Set tasks that force you to shift gears, such as being a spokesperson in a tough issue, making peace with an enemy, or managing a team of novices. Try new behaviors and seek feedback on your approach.</li> <li>• Support the implementation of a controversial new project or process that wasn't your idea and that you don't fully agree with. Mentally rehearse how you will respond to challenges from your audience.</li> <li>• Take on a tough project where there are no clear answers or paths to completion. Wear different hats as you figure out how to deal with the variety of situations.</li> <li>• Help people infuse humor into their presentations. Adept use of humor requires a good understanding of the situation, the audience, what will play, what would go over their heads and what would fall flat.</li> <li>• Volunteer to teach others something you don't know how to do the next time a new procedure, policy, or technology appears. This will force you to shift from experienced expert to novice.</li> </ul>

WRITE NOTES AS YOU DISCUSS IDEAS WITH YOUR COACH, YOUR MANAGER, OR TRUSTED COLLEAGUES.

Resisting opportunities to learn new skills, methods, and behaviors.

SOME POSSIBLE CAUSES	JOB ASSIGNMENTS
<ul style="list-style-type: none"> <li>• Hangs on, hoping to make it without changing.</li> <li>• Low risk taker.</li> <li>• May block change for others.</li> <li>• Narrow in scope and interests.</li> <li>• Not open to new approaches.</li> <li>• Perfectionist.</li> <li>• Prefers the tried and true.</li> <li>• Self-learning/development interest is low.</li> <li>• Too busy to learn anything new.</li> <li>• Too comfortable.</li> </ul>	<ul style="list-style-type: none"> <li>• Attend a self-awareness/assessment course that includes feedback.</li> <li>• Study some aspect of your job or a new technical area you haven't studied before that you need in order to be more effective.</li> <li>• Attend a course or event which will push you personally beyond your usual limits or outside your comfort zone (e.g., Outward Bound, language immersion training, sensitivity group, public speaking).</li> <li>• Volunteer to do a special project for and with a person you admire and who has a skill you need to develop.</li> <li>• Teach/coach someone how to do something you are not an expert in.</li> </ul>

WRITE NOTES AS YOU DISCUSS IDEAS WITH YOUR COACH, YOUR MANAGER, OR TRUSTED COLLEAGUES.

Breaching the organization's ethics, values, and norms through inappropriate risk-taking and insensitivity.

SOME POSSIBLE CAUSES	JOB ASSIGNMENTS
<ul style="list-style-type: none"> <li>• Operates close to the edge.</li> <li>• Overly ambitious.</li> <li>• Overly independent.</li> <li>• Pragmatic to a fault.</li> <li>• Sets own rules of conduct.</li> <li>• Not consistent across situations; situational ethics.</li> </ul>	<ul style="list-style-type: none"> <li>• Manage the assigning/allocating of office space in a contested situation.</li> <li>• Make peace with an enemy or someone you've disappointed with a product or service or someone you've had some trouble with or don't get along with very well.</li> <li>• Resolve an issue in conflict between two people, units, geographies, functions, etc.</li> <li>• Be a member of a union-negotiating or grievance-handling team.</li> <li>• Work on a team looking at a reorganization plan where there will be more people than positions.</li> </ul>

WRITE NOTES AS YOU DISCUSS IDEAS WITH YOUR COACH, YOUR MANAGER, OR TRUSTED COLLEAGUES.

Lacking the awareness and sensitivity to navigate an organization successfully through relationships and information sharing.

SOME POSSIBLE CAUSES	JOB ASSIGNMENTS
<ul style="list-style-type: none"> <li>• Competitive with peers.</li> <li>• Doesn't read others or their interests well.</li> <li>• May be too candid to curry favor.</li> <li>• May share wrong/sensitive information.</li> <li>• Misunderstands what political savvy is.</li> <li>• No patience with due process.</li> <li>• Poor impulse control.</li> <li>• Poor interpersonal skills.</li> <li>• Poor negotiator.</li> <li>• Seen as a strident advocate.</li> </ul>	<ul style="list-style-type: none"> <li>• Integrate diverse systems, processes, or procedures across decentralized and/or dispersed units.</li> <li>• Manage the interface between consultants and the organization on a critical assignment.</li> <li>• Prepare and present a proposal of some consequence to top management.</li> <li>• Manage the assigning/allocating of office space in a contested situation.</li> <li>• Work on a team that's deciding whom to keep and whom to let go in a layoff, shutdown, layering, or merger.</li> </ul>

WRITE NOTES AS YOU DISCUSS IDEAS WITH YOUR COACH, YOUR MANAGER, OR TRUSTED COLLEAGUES.

Operating in a disorganized manner that negatively impacts others.

SOME POSSIBLE CAUSES	JOB ASSIGNMENTS
<ul style="list-style-type: none"> <li>• Can't say no to people; gets overloaded.</li> <li>• Impatient.</li> <li>• Poor grasp of due process as seen by others.</li> <li>• Poor mental organization.</li> <li>• Poor sense of time.</li> <li>• Procrastinates.</li> <li>• Too busy to get organized.</li> </ul>	<ul style="list-style-type: none"> <li>• Manage the renovation of an office, floor, building, meeting room, warehouse, etc.</li> <li>• Work on a process-simplification team to take steps and costs out of a process.</li> <li>• Plan an off-site meeting, conference, convention, trade show, event, etc.</li> <li>• Manage the purchase of a major product, equipment, materials, program, or system.</li> <li>• Manage a dissatisfied internal or external customer; troubleshoot a performance or quality problem with a product or service.</li> </ul>

WRITE NOTES AS YOU DISCUSS IDEAS WITH YOUR COACH, YOUR MANAGER, OR TRUSTED COLLEAGUES.

Dealing with individuals, instead of the whole team, when delegating, resolving problems, and rewarding success.

SOME POSSIBLE CAUSES	JOB ASSIGNMENTS
<ul style="list-style-type: none"> <li>• Can't set common cause.</li> <li>• Can't resolve conflict among direct reports.</li> <li>• Doesn't believe in teams.</li> <li>• Doesn't have the time.</li> <li>• Doesn't want to deal with the conflict.</li> <li>• More comfortable one-on-one.</li> <li>• The idea of a team is resisted by people.</li> <li>• Poor time management; too busy.</li> <li>• Too serious.</li> </ul>	<ul style="list-style-type: none"> <li>• Manage a group of low-competence or low-performing people through a task they couldn't do by themselves.</li> <li>• Manage a group of people who are older and/or more experienced to accomplish a task.</li> <li>• Assemble a team of diverse people to accomplish a difficult task.</li> <li>• Manage a group of people involved in tackling a fix-it or turnaround project.</li> <li>• Build a multi-functional project team to tackle a common business issue or problem.</li> </ul>

WRITE NOTES AS YOU DISCUSS IDEAS WITH YOUR COACH, YOUR MANAGER, OR TRUSTED COLLEAGUES.



Selecting people who are not a fit for the role by applying assumptions, narrow criteria, or poor standards.

SOME POSSIBLE CAUSES	JOB ASSIGNMENTS
<ul style="list-style-type: none"><li>• Impatient.</li><li>• Narrow perspective.</li><li>• Non-strategic.</li><li>• Poor people-reading skills.</li><li>• Unfocused.</li><li>• Unwilling to take negative people actions.</li></ul>	<ul style="list-style-type: none"><li>• Do a study of successful executives in your organization, and report the findings to top management.</li><li>• Do a study of failed executives in your organization, including interviewing people still with the organization who knew or worked with them, and report the findings to top management.</li><li>• Train and work as an assessor in an assessment center.</li><li>• Work on a team that's deciding whom to keep and whom to let go in a layoff, shutdown, delaying, or merger.</li><li>• Build a multi-functional project team to tackle a common business issue or problem.</li></ul>

WRITE NOTES AS YOU DISCUSS IDEAS WITH YOUR COACH, YOUR MANAGER, OR TRUSTED COLLEAGUES.

Failing to recognize and develop the skills required to perform effectively.

SOME POSSIBLE CAUSES	JOB ASSIGNMENTS
<ul style="list-style-type: none"><li>• Counting backwards to retirement.</li><li>• Inexperienced.</li><li>• Lack of technical/functional skills.</li><li>• Narrow perspective.</li><li>• New to the job or function.</li><li>• Not interested in self-development.</li></ul>	<ul style="list-style-type: none"><li>• Find and spend time with an expert to learn something in an area new to you.</li><li>• Study some aspect of your job or a new technical area you haven't studied before that you need in order to be more effective.</li><li>• Work closely with a higher-level manager who is very good at something you need to learn.</li><li>• Volunteer to do a special project for and with a person you admire and who has a skill you need to develop.</li><li>• Study and summarize a new trend, product, service, technique, or process, and present and sell it to others.</li></ul>

WRITE NOTES AS YOU DISCUSS IDEAS WITH YOUR COACH, YOUR MANAGER, OR TRUSTED COLLEAGUES.

Focusing exclusively on tactics and details while neglecting broad, complex, and strategic thinking.

SOME POSSIBLE CAUSES	JOB ASSIGNMENTS
<ul style="list-style-type: none"> <li>• Doesn't like complexity.</li> <li>• Doesn't think the future is knowable.</li> <li>• Inexperienced.</li> <li>• Lack of perspective.</li> <li>• Low-variety background.</li> <li>• Low risk taker; doesn't like uncertainty.</li> <li>• New to the area.</li> <li>• Too busy with today's tasks.</li> <li>• Too narrow.</li> <li>• Very tactical.</li> </ul>	<ul style="list-style-type: none"> <li>• Do a competitive analysis of your organization's products or services or position in the marketplace, and present it to the people involved.</li> <li>• Do a postmortem on a successful project, and present it to the people involved.</li> <li>• Do a feasibility study on an important opportunity and make recommendations to those who will decide.</li> <li>• Monitor and follow a new product or service through the entire idea, design, test market, and launch cycle.</li> <li>• Study and summarize a new trend, product, service, technique, or process, and present and sell it to others.</li> </ul>

WRITE NOTES AS YOU DISCUSS IDEAS WITH YOUR COACH, YOUR MANAGER, OR TRUSTED COLLEAGUES.

Depending too long on the support of the same boss, champion, mentor, or advocate.

SOME POSSIBLE CAUSES	JOB ASSIGNMENTS
<ul style="list-style-type: none"> <li>• Dependent.</li> <li>• Doesn't get results alone.</li> <li>• Has become lazy.</li> <li>• Narrow experience base.</li> <li>• Not tough.</li> <li>• Overly loyal.</li> </ul>	<ul style="list-style-type: none"> <li>• Make peace with an enemy or someone you've disappointed with a product or service or someone you've had some trouble with or don't get along with very well.</li> <li>• Become a referee for an athletic league or program.</li> <li>• Be a change agent; create a symbol for change; lead the rallying cry; champion a significant change and implementation.</li> <li>• Run (chair) a task force on a pressing problem.</li> <li>• Handle a tough negotiation with an internal or external client or customer.</li> </ul>

WRITE NOTES AS YOU DISCUSS IDEAS WITH YOUR COACH, YOUR MANAGER, OR TRUSTED COLLEAGUES.

Depending too much on a narrow area of knowledge and expertise.

SOME POSSIBLE CAUSES	JOB ASSIGNMENTS
<ul style="list-style-type: none"> <li>Counting backwards to retirement.</li> <li>Inexperienced.</li> <li>Lazy.</li> <li>Lives in the glory of the past.</li> <li>Narrow perspective.</li> <li>Not interested in broadening or self-development.</li> <li>Too comfortable.</li> </ul>	<ul style="list-style-type: none"> <li>Study some aspect of your job or a new technical area you haven't studied before that you need in order to be more effective.</li> <li>Work closely with a higher-level manager who is very good at something you need to learn.</li> <li>Work short rotations in other units, functions, or geographies you've not been exposed to before.</li> <li>Study and summarize a new trend, product, service, technique, or process, and present and sell it to others.</li> <li>Benchmark innovative practices, processes, products, or services of competitors, vendors, suppliers, or customers, and present a report making recommendations for change.</li> </ul>

WRITE NOTES AS YOU DISCUSS IDEAS WITH YOUR COACH, YOUR MANAGER, OR TRUSTED COLLEAGUES.



## About Korn Ferry

Korn Ferry is the preeminent global people and organizational advisory firm. We help leaders, organizations, and societies succeed by releasing the full power and potential of people. Our more than 7,000 colleagues deliver services through our Executive Search, Hay Group, and Futurestep divisions. Visit [kornferry.com](http://kornferry.com) for more information.

© Korn Ferry 2017. All rights reserved. Personal and confidential.

For the sake of linguistic simplicity in this report, where the masculine form is used, the feminine form should also be understood to be included.

This report provides a rich description of assessment results for this person. It is valuable for understanding the person, their relative strengths and weaknesses, and for providing the insights for the person that will prove useful on the job and for their development. The data are not suitable for comparing persons for the sole purpose of selecting one person over another for a role, assignment, or development opportunity.

Survey type: Competency  
Survey scale: Likert  
Norm: All levels  
Model: KFLA (v1) v1.0.3  
Role: All 38, all 10