Korn Ferry 360 Feedback Report

Pat Sample

Sample Client

December 5, 2022

KORN FERRY

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About this report

This report contains your survey feedback.

Competencies	This section includes an overview of your competency strengths and development needs. You can then explore each competency 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?

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About the survey

Number of responses reported: **12**

Responses gathered: **November 21, 2022 - November 21, 2022**

Norm: **Senior Management (2022)**

The 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
Self	1	1	1
Manager	1	1	1
People you lead	3	3	3
Peers	3	3	3
Other raters	4	4	4

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
Maddie Hobart

People you lead
Samual Carner
Anjelica Esperanza
Rhona Tedesco

Peers
Evelyne Bockman
Majorie Goucher
Tamie Seagraves

Other raters
Eliseo Bonfiglio
Rater 05 0003 case1
Rater 05 0004 case1
Dexted Ebarb

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About the competencies

This shows your highest, mid-level, and lowest competencies based on "total others" skill scores. (Self ratings are excluded.)

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

Lowest skill | Mid-level skill | Highest skill | Problem stallers and stoppers | Not rated

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Competency cluster scores

This shows how you and your raters scored your skill level on each cluster of competencies. It also shows how important each cluster of competencies is to your role. Competency cluster scores are calculated by averaging all of the competency scores within that cluster. Clusters are listed below in order of your highest to lowest average skill score from your raters.

CLUSTER	RATER	SCORE	IMPORTANCE
TAKING INITIATIVE Seizing and acting upon opportunities by fully leveraging resources.	Self	4.5	3.0
	Total others	4.2	4.4
FOCUSING ON PERFORMANCE Achieving objectives with determination and instilling a sense of ownership.	Self	4.0	4.0
	Total others	4.1	3.9
CREATING THE NEW AND DIFFERENT Differentiating the organization through new, innovative products, services, or approaches.	Self	5.0	4.3
	Total others	4.0	3.9
UNDERSTANDING THE BUSINESS Understanding the key performance drivers for the business and how they create value.	Self	4.5	3.5
	Total others	3.9	4.1
BEING FLEXIBLE AND ADAPTABLE Responding and adjusting comfortably to uncertain, challenging situations.	Self	4.3	4.0
	Total others	3.9	4.1
MAKING COMPLEX DECISIONS Making timely, high-quality decisions with sensitivity to a variety of stakeholders.	Self	4.3	4.3
	Total others	3.8	4.2
BEING AUTHENTIC Establishing credibility through transparency, integrity, candor, and consistency.	Self	3.0	4.0
	Total others	3.7	3.4
INFLUENCING PEOPLE Impacting and inspiring others by understanding people's needs, navigating organizational dynamics, and communicating a compelling message.	Self	3.4	3.6
	Total others	3.5	3.8
MANAGING EXECUTION Implementing the plan through strategically aligning people and ensuring efficient work processes.	Self	3.0	3.7
	Total others	3.2	3.8

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BUILDING COLLABORATIVE RELATIONSHIPS
Relating and working productively with people inside or outside the organization.

Self	1.8	3.0
Total others	3.0	3.5

OPTIMIZING DIVERSE TALENT
Building a high-performing workforce with complementary skills and perspectives.

Self	3.0	3.0
Total others	3.0	3.1

BEING OPEN
Understanding self and embracing continuous personal growth.

Self	4.0	3.0
Total others	2.8	2.3

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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?

	Lowest skill Focus attention here	Mid-level skill Opportunities here	Highest skill Stay strong here
Highest importance to your role		Drives Vision and Purpose	Cultivates Innovation Drives Results Manages Complexity Nimble Learning Resourcefulness Action Oriented Strategic Mindset Manages Ambiguity Being Resilient Business Insight Decision Quality Customer Focus
Middle importance to your role	Balances Stakeholders Manages Conflict Drives Engagement Interpersonal Savvy Directs Work Builds Effective Teams	Communicates Effectively Plans and Aligns Persuades Optimizes Work Processes	Instills Trust Tech Savvy
Lowest importance to your role	Demonstrates Self-Awareness Develops Talent Values Differences Self-Development Builds Networks Collaborates	Ensures Accountability Global Perspective Attracts Top Talent Courage Financial Acumen Situational Adaptability	Organizational Savvy

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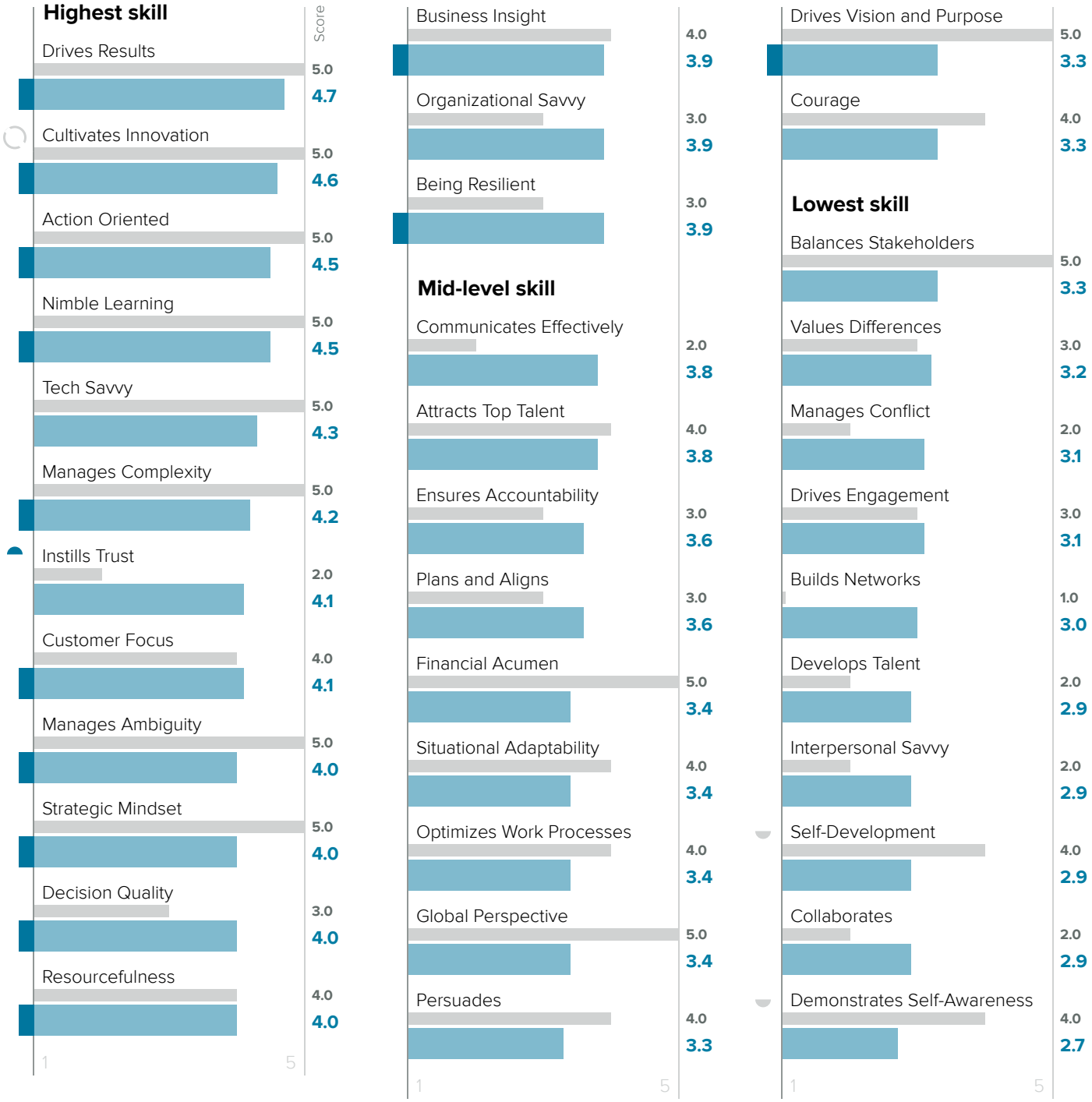
Your competency profile

This shows your highest, mid-level, and lowest competencies based on "total others" skill scores. (Self ratings are excluded.) 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.



Self
Total others
Blind spot
Highest importance
Hidden strength
Potential overuse

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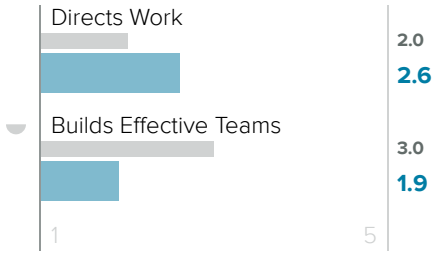

Self
Total others
Blind spot
Highest importance
Hidden strength
Potential overuse

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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.

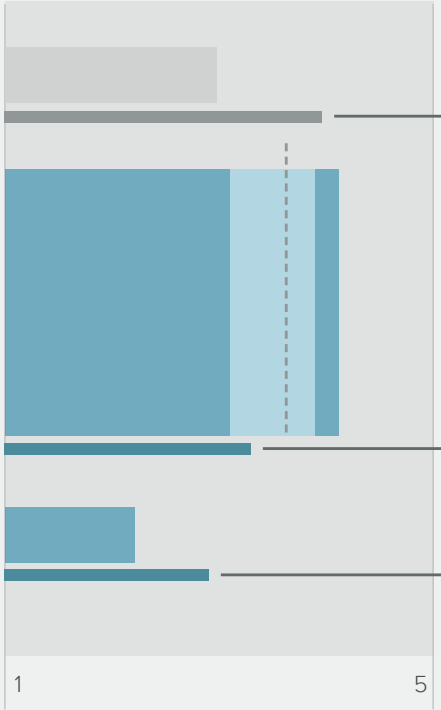
HOW TO READ THIS SECTION

SELF SCORE
How you scored your skill level on each competency.

TOTAL OTHERS
How your raters, overall, scored your competency skill level. The higher the score, the better.

RATER SCORES
The views of the different types of people you work with.

COMPETENCY SCALE



NORM SCORE
How participants in the norm group scored (50th percentile).

PERCENTILES
The typical range of scores for the norm group (the 25th to 75th percentiles).

IMPORTANCE SCORES
Thin bars show the importance of each competency to your role: 1=Not important; 2=Less important; 3=Useful/ Nice to have; 4=Very important; 5=Mission critical.

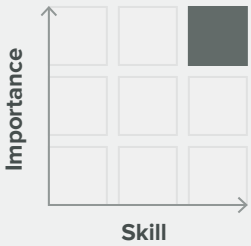
Agreement
The extent to which your raters agree on your skill levels.

- **High**
- **Moderate**
- **Low**

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.



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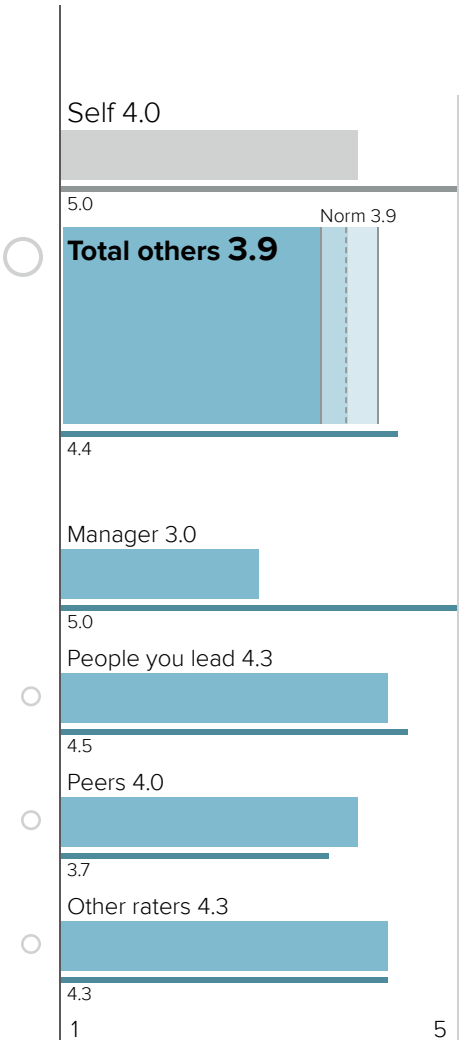
Business Insight

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



Key insights

- Highest importance
- Highest 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.

OVERUSED SKILL

- Overdevelops or depends upon industry and business knowledge and skills at the expense of personal, interpersonal, managerial, and leadership skills.

Skill level | Blind spot | Hidden strength
Importance | High agreement | Moderate agreement | Low agreement

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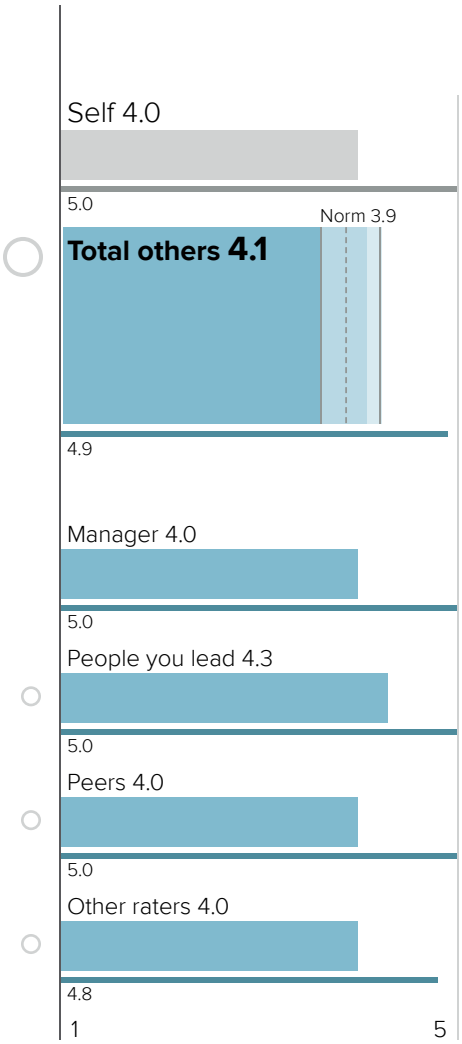
Customer Focus

Building strong customer relationships and delivering customer-centric solutions.



Key insights

- Highest importance
- Highest skill level
- High 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.

OVERUSED SKILL

- Prioritizes information about customers over other important business realities.
- In the efforts to satisfy customers, takes liberties with the organization's policies and procedures.
- Becomes too close to customers; makes promises to customers that the organization is unable to keep.

Skill level | Blind spot | Hidden strength
Importance | High agreement | Moderate agreement | Low agreement

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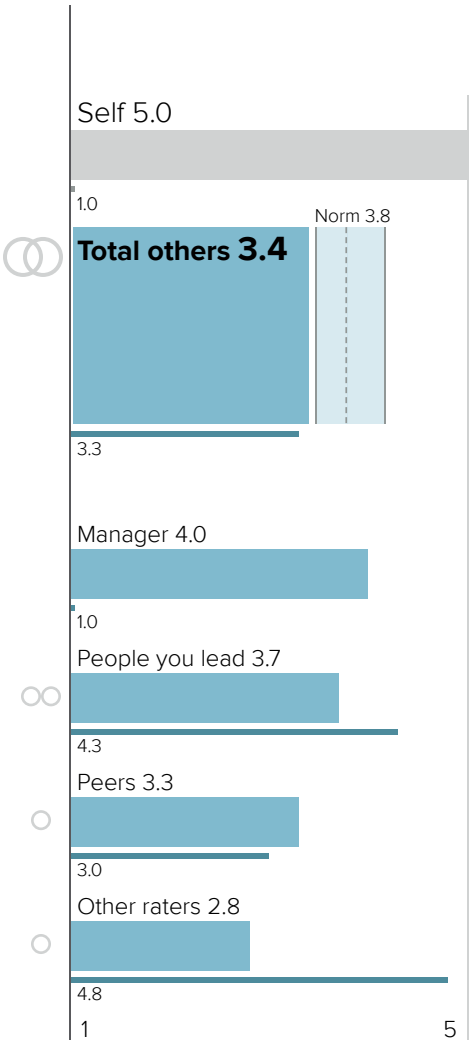
Financial Acumen

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.

OVERUSED SKILL

- Uses financial indicators as the only decision criteria, leading to an unbalanced view of organizational performance that is narrowly focused on financial outcomes.
- May sacrifice long-term business objectives for short-term financial gains.

Skill level | Blind spot | Hidden strength
Importance | High agreement | Moderate agreement | Low agreement

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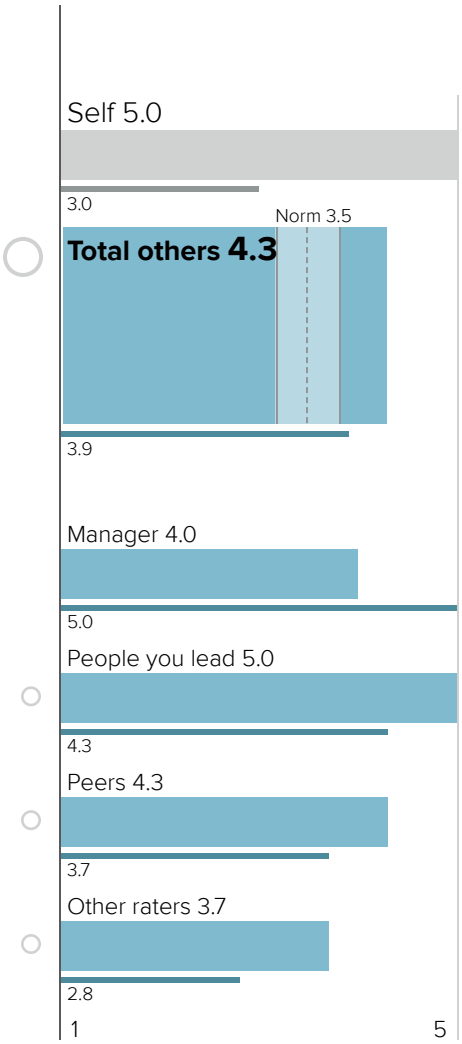
Tech Savvy

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



Key insights

- Middle importance
- Highest skill level
- High agreement

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.

OVERUSED SKILL

- Focuses too much on learning new technology or exploring technology applications rather than applying it effectively to meet business goals.
- Overlooks when others may not have the same level of tech savvy.

Skill level | Blind spot | Hidden strength
Importance | High agreement | Moderate agreement | Low agreement

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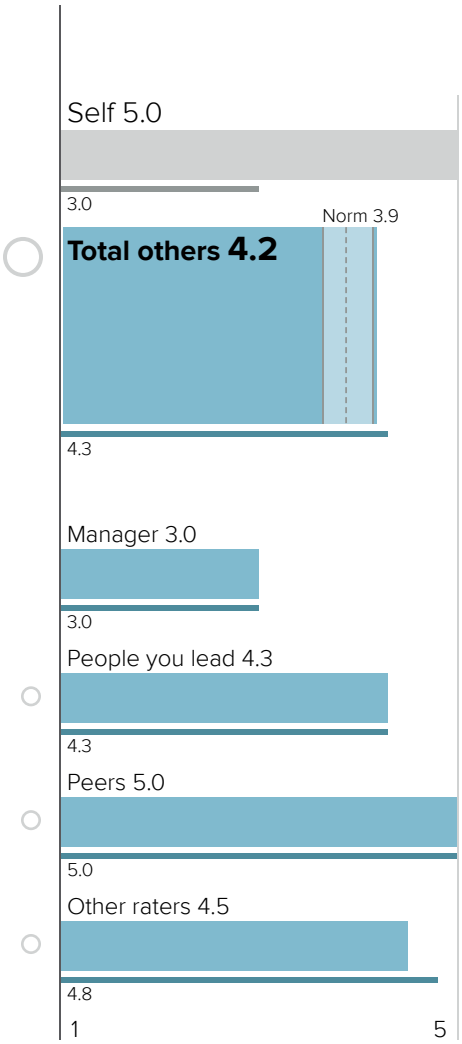
Manages Complexity

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



Key insights

- Highest importance
- Highest skill level
- High 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.

OVERUSED SKILL

- May tend toward analysis paralysis.
- May wait too long to come to a conclusion.
- May get caught up in the process and miss the big picture.
- May make things more complex than needed.

Skill level | Blind spot | Hidden strength
Importance | High agreement | Moderate agreement | Low agreement

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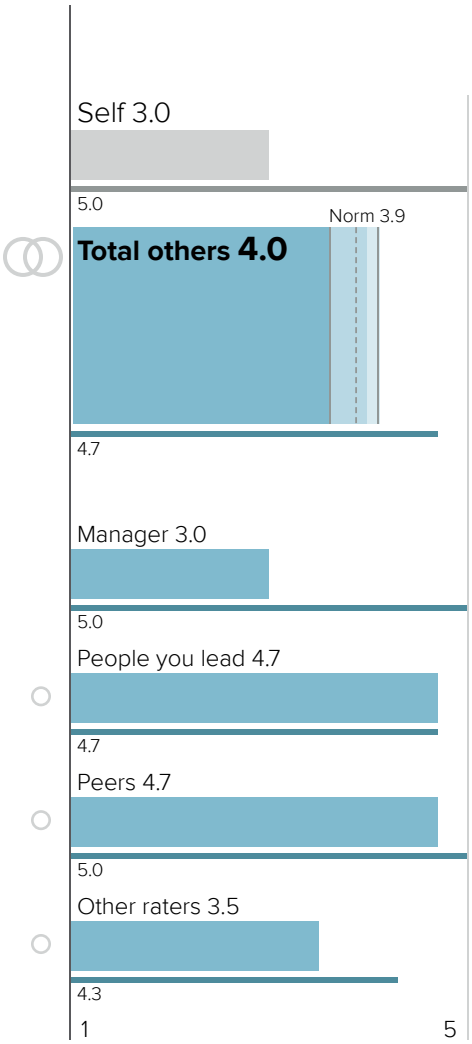
Decision Quality

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



Key insights

- Highest importance
- Highest 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.

OVERUSED SKILL

- Applies an overly rigorous or methodological decision process to all issues, even where experience and intuition can work equally well.
- Is overly confident about own decision-making capability; reluctant to delegate decision making to others or hesitant to involve others when generating solutions.

Skill level | Blind spot | Hidden strength
Importance | High agreement | Moderate agreement | Low agreement

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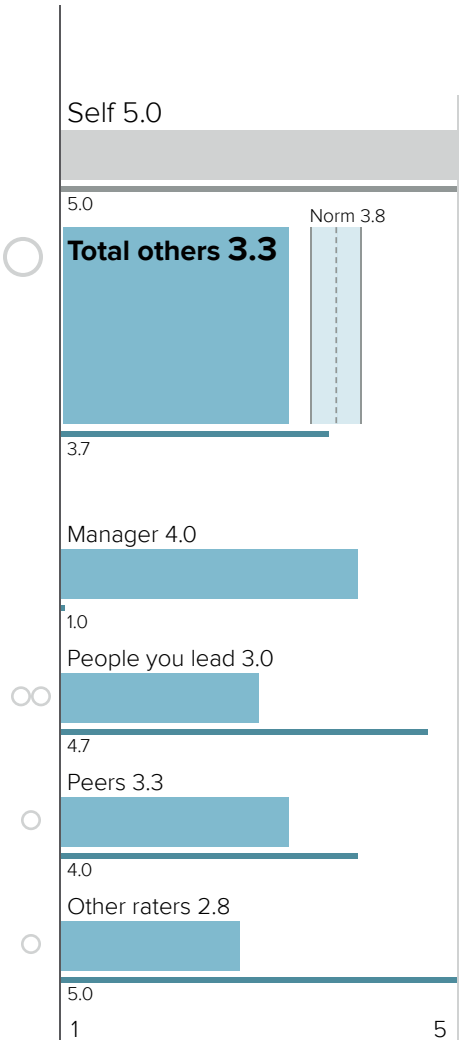
Balances Stakeholders

Anticipating and balancing the needs of multiple stakeholders.



Key insights

- Middle importance
- Lowest skill level
- High 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.

OVERUSED SKILL

- Spends too much time interacting with stakeholders, slowing down decision making.
- Is too focused on clarifying stakeholder needs and building consensus among stakeholders when others are looking for clear direction on day-to-day business matters.

Skill level | Blind spot | Hidden strength
Importance | High agreement | Moderate agreement | Low agreement

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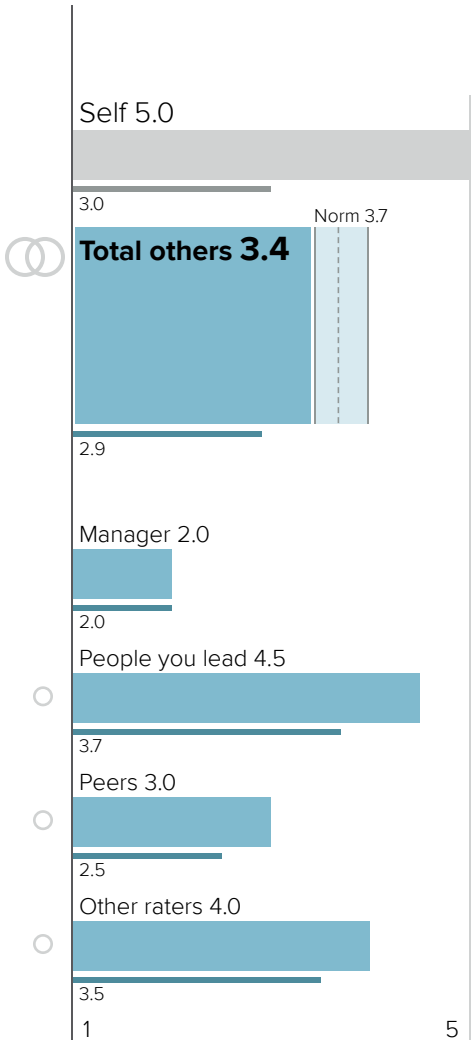
Global Perspective

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



Key insights

- Lowest importance
- Middle skill level
- 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.

OVERUSED SKILL

- Has a tendency to overreach or to call upon experience that doesn't apply to the current situation.
- Minimizes local needs, overemphasizing global issues.
- Pushes for opportunities on a global scale that the organization is not prepared for.

Skill level | Blind spot | Hidden strength
Importance | High agreement | Moderate agreement | Low agreement

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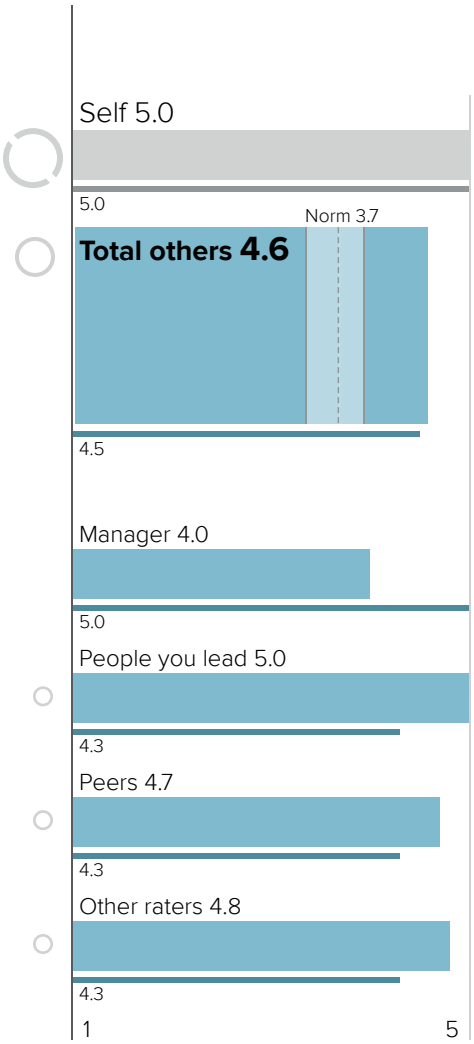
Cultivates Innovation

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



Key insights

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

OVERUSED SKILL

- Gravitates toward the new and rejects the old.
- Comes up with so many unusual ideas that it overwhelms others.
- Expends too much time and effort looking at creative alternatives instead of taking action.
- Relentlessly pursues change and innovation at the cost of efficiency and reliability.

Skill level | Blind spot | Hidden strength | Potential overuse
Importance | High agreement | Moderate agreement | Low agreement

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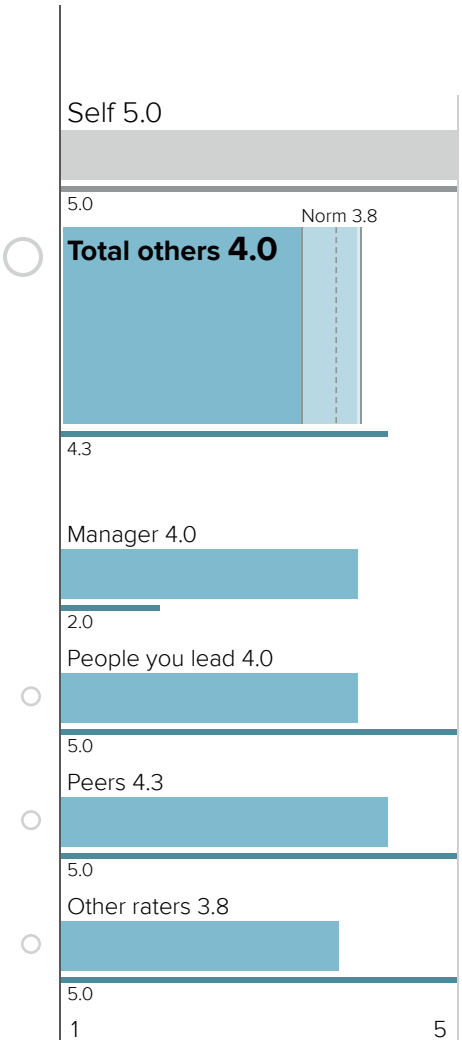
Strategic Mindset

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



Key insights

- Highest importance
- Highest skill level
- High 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.

OVERUSED SKILL

- May be seen as too theoretical.
- May be so far ahead that others have trouble seeing how the organization will get from here to there.
- May be impatient with day-to-day tactical issues.
- May overcomplicate plans.

Skill level | Blind spot | Hidden strength
Importance | High agreement | Moderate agreement | Low agreement

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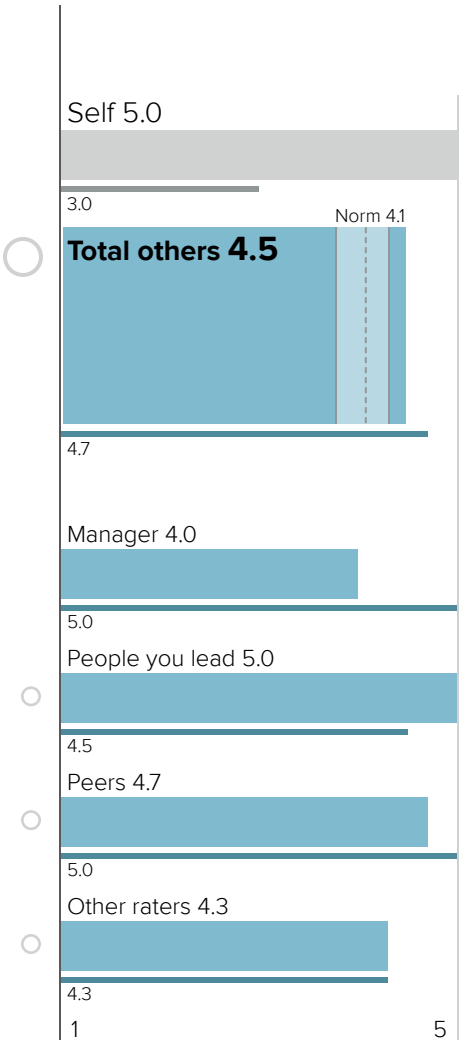
Action Oriented

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



Key insights

- Highest importance
- Highest skill level
- High agreement

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.

OVERUSED SKILL

- Pushes solutions before adequate analysis.
- May waste energy by immediately tackling an issue, forcing rework along the way.
- Is so ready to act alone, misses counsel from others.

Skill level | Blind spot | Hidden strength
Importance | High agreement | Moderate agreement | Low agreement

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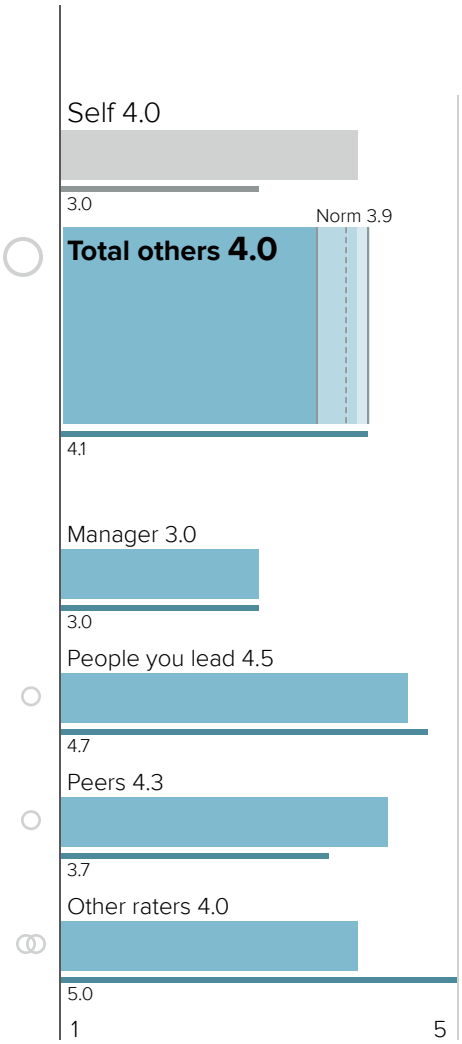
Resourcefulness

Securing and deploying resources effectively and efficiently.



Key insights

- Highest importance
- Highest 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.

OVERUSED SKILL

- Stretches available resources beyond capacity.
- Hoards resources from others.
- Sometimes gathers resources too far ahead of time or obtains excess resources.
- Diverts too quickly from planned approach when something unexpected happens.

Skill level | Blind spot | Hidden strength
Importance | High agreement | Moderate agreement | Low agreement

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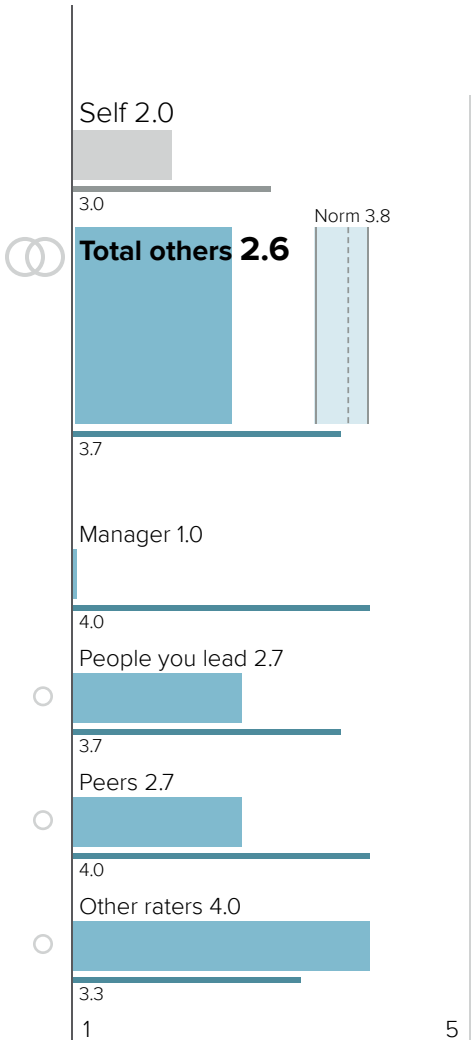
Directs Work

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



Key insights

- Middle importance
- Lowest skill level
- Moderate 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.

OVERUSED SKILL

- May be overly directive and stifle creativity and initiative.
- Pushes people too hard by asking them to work at their upper limits.
- May overdelegate without providing enough direction or help.
- Gives people authority that they shouldn't have.

Skill level | Blind spot | Hidden strength
Importance | High agreement | Moderate agreement | Low agreement

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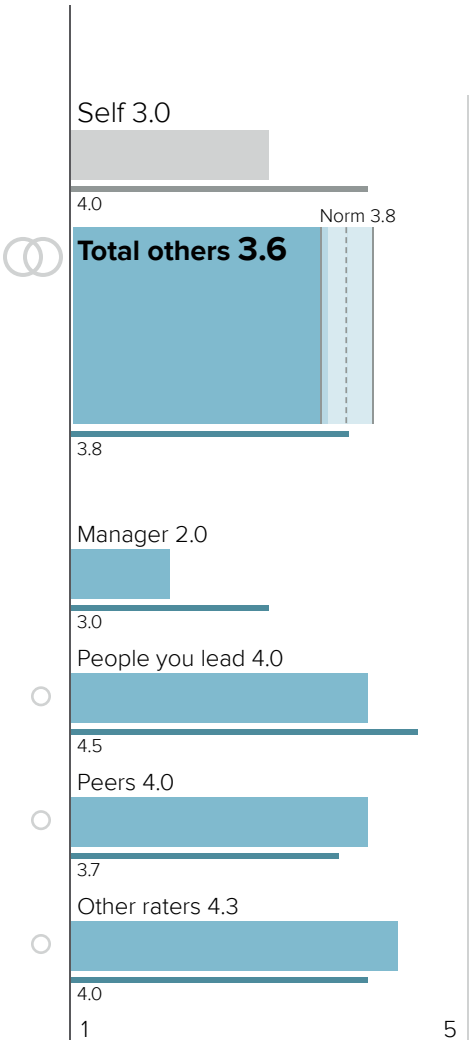
Plans and Aligns

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



Key insights

- Middle importance
- Middle skill level
- Moderate 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.

OVERUSED SKILL

- Is so focused on completing only mission-critical tasks that he/she lets the trivial many accumulate into a critical problem.
- Persistently follows plans, allowing little room for change.
- May leave out the human element of the work.
- Spends an inordinate amount of time planning for unlikely obstacles or roadblocks.

Skill level | Blind spot | Hidden strength
Importance | High agreement | Moderate agreement | Low agreement

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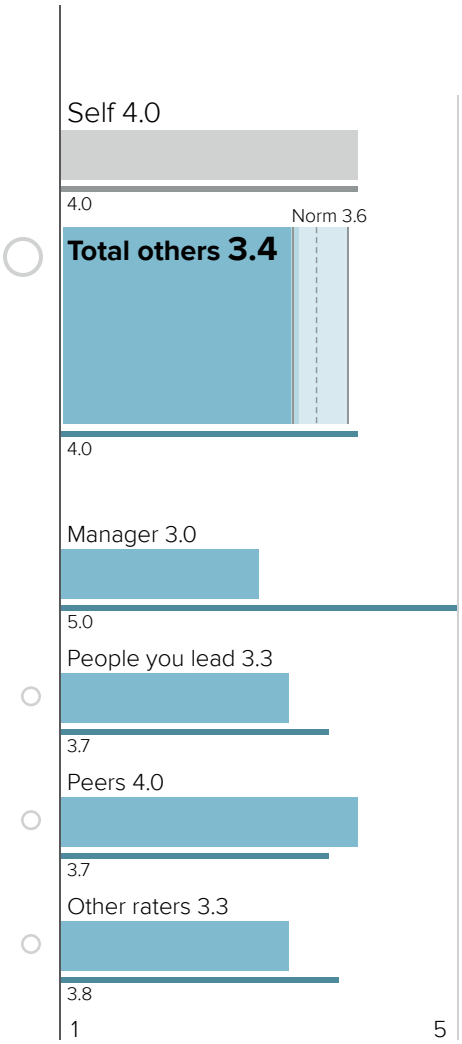
Optimizes Work Processes

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



Key insights

- Middle importance
- Middle skill level
- High 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.

OVERUSED SKILL

- May have trouble explaining to others how processes work.
- May attempt to put too much together at once.
- Oversimplifies processes.
- Tinkers with processes that are working sufficiently well already.
- Is so focused on efficiency that the human element of the work is left out.

Skill level | Blind spot | Hidden strength
Importance | High agreement | Moderate agreement | Low agreement

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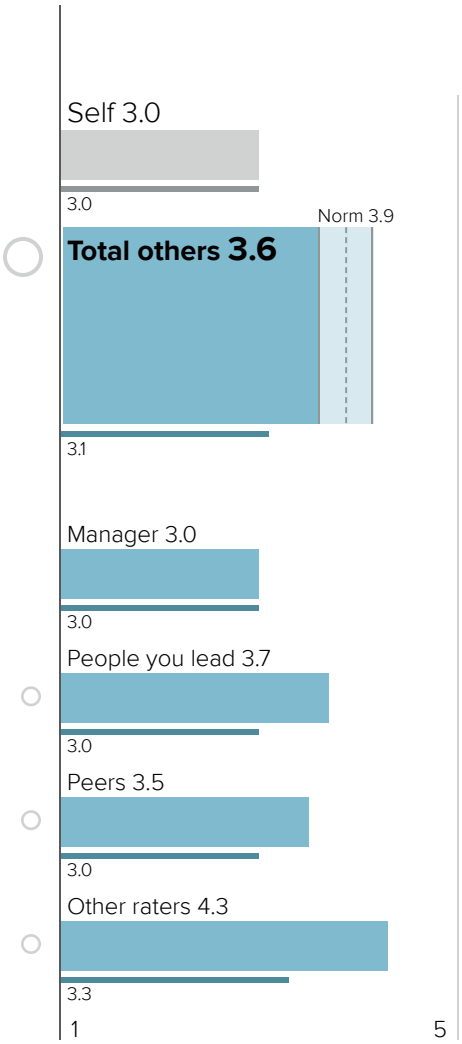
Ensures Accountability

Holding self and others accountable to meet commitments.



Key insights

- Lowest importance
- Middle skill level
- High 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.

OVERUSED SKILL

- May not give appropriate credit to others.
- Strictly enforces accountability; doesn't consider situations that are beyond individuals' control.
- Focuses too much on numbers and hard data; measurement becomes a goal and a pursuit of its own.

Skill level | Blind spot | Hidden strength
Importance | High agreement | Moderate agreement | Low agreement

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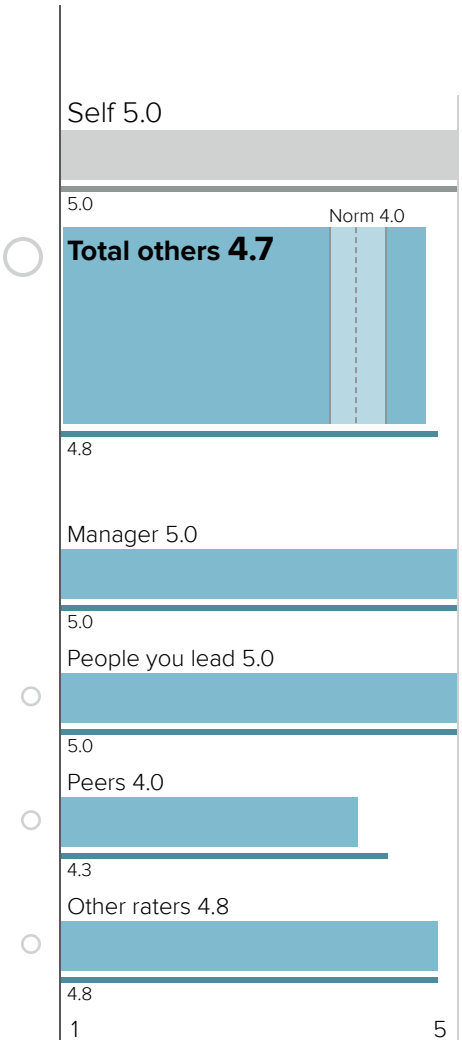
Drives Results

Consistently achieving results, even under tough circumstances.



Key insights

- Highest importance
- Highest skill level
- High 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.

OVERUSED SKILL

- Goes for results at all costs without appropriate concern for people, teams, due process, or possibly norms and ethics.
- May be so deadline oriented that he/she pushes to get something done rather than taking the time to do it right.
- Even in the face of near insurmountable obstacles, sticks with the effort beyond reason.
- Puts too much pressure on self and others to achieve the impossible.

Skill level | Blind spot | Hidden strength
Importance | High agreement | Moderate agreement | Low agreement

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Drives Results

(Continued)

OVERUSED SKILL

- May not celebrate and share successes.

Skill level
Importance
Blind spot
Hidden strength
High agreement
Moderate agreement
Low agreement

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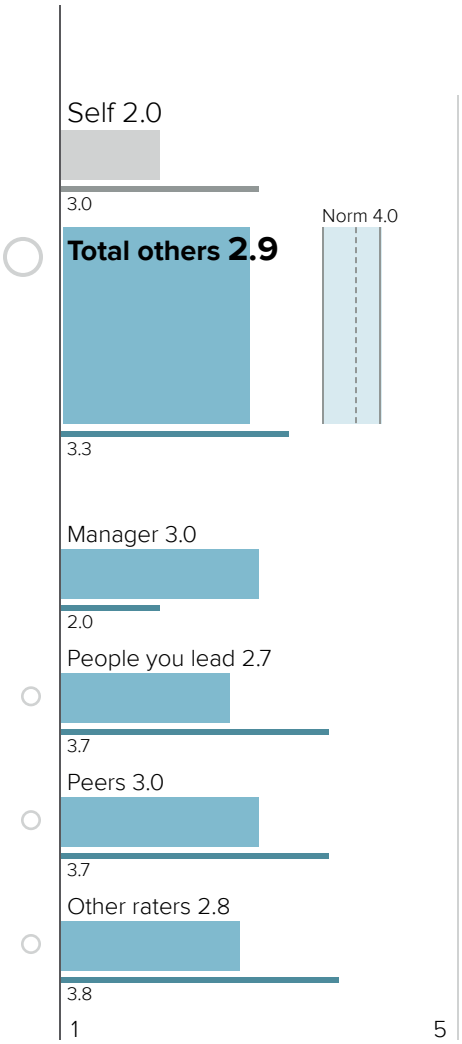
Collaborates

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



Key insights

- Lowest importance
- Lowest skill level
- High 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.

OVERUSED SKILL

- Is overly consensus-driven and struggles to make decisions in a timely manner.
- Risks being perceived as lacking courage and failing to stand up for own beliefs.
- May be too accommodating.
- May prioritize collaboration at the expense of making tough decisions.

Skill level | Blind spot | Hidden strength
Importance | High agreement | Moderate agreement | Low agreement

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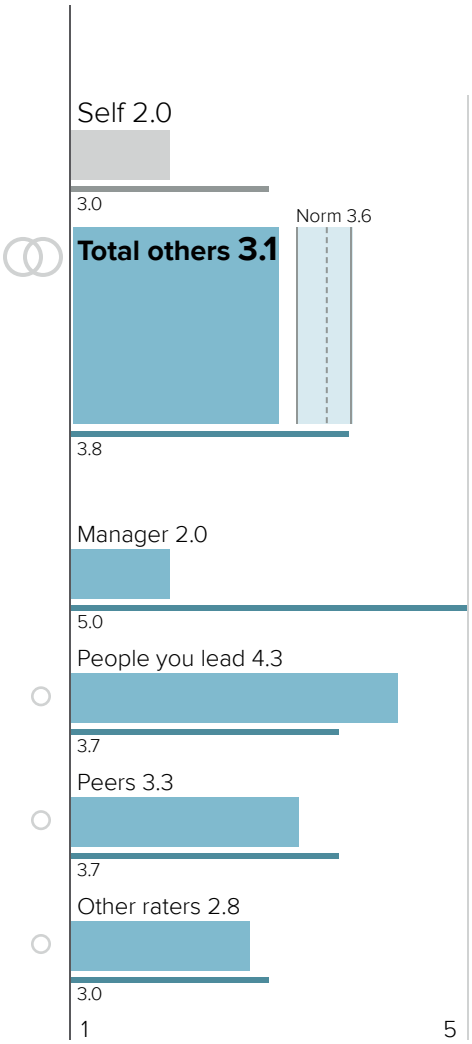
Manages Conflict

Handling conflict situations effectively, with a minimum of noise.



Key insights

- Middle importance
- Lowest skill level
- Moderate 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.

OVERUSED SKILL

- May be seen as meddling in others' issues.
- Is too eager to engage others in debate.
- Pushes for resolution before others are ready.

Skill level | Blind spot | Hidden strength
Importance | High agreement | Moderate agreement | Low agreement

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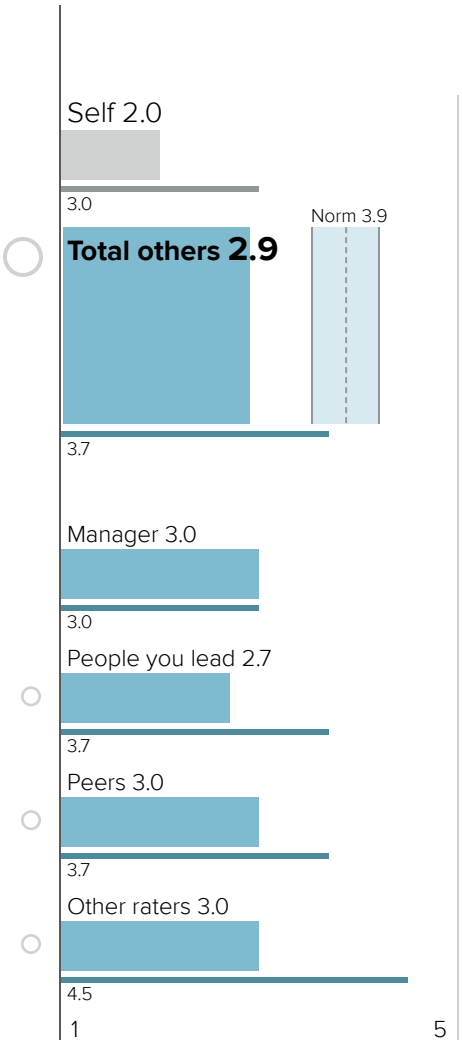
Interpersonal Savvy

Relating openly and comfortably with diverse groups of people.



Key insights

- Middle importance
- Lowest 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.

OVERUSED SKILL

- Is focused on understanding group and interpersonal dynamics at the expense of getting results.
- Makes ineffective decisions due to a strong need to be liked.
- May be seen as lacking authenticity.

Skill level | Blind spot | Hidden strength
Importance | High agreement | Moderate agreement | Low agreement

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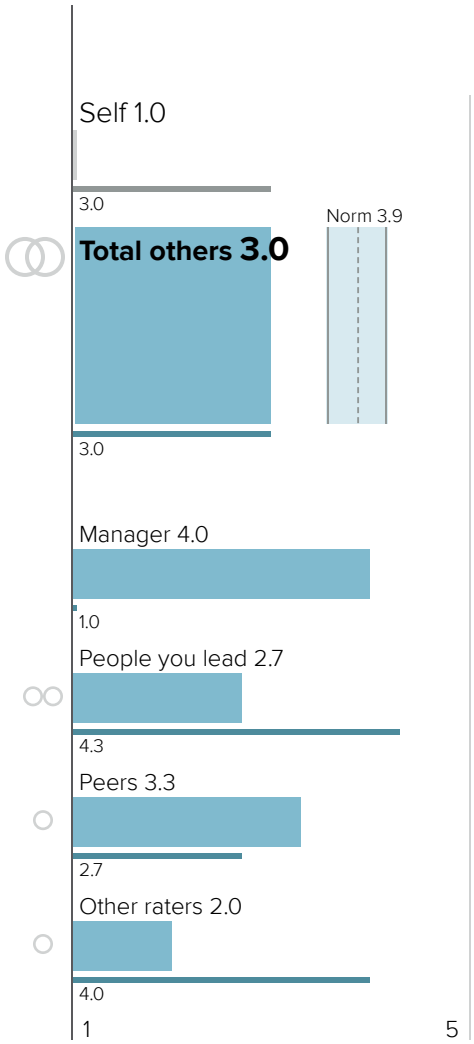
Builds Networks

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



Key insights

- Lowest importance
- Lowest 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.

OVERUSED SKILL

- Relies on networking at the expense of other skills and work priorities.
- May be perceived as a one-sided networker, using networks solely for own advantage.

Skill level | Blind spot | Hidden strength
Importance | High agreement | Moderate agreement | Low agreement

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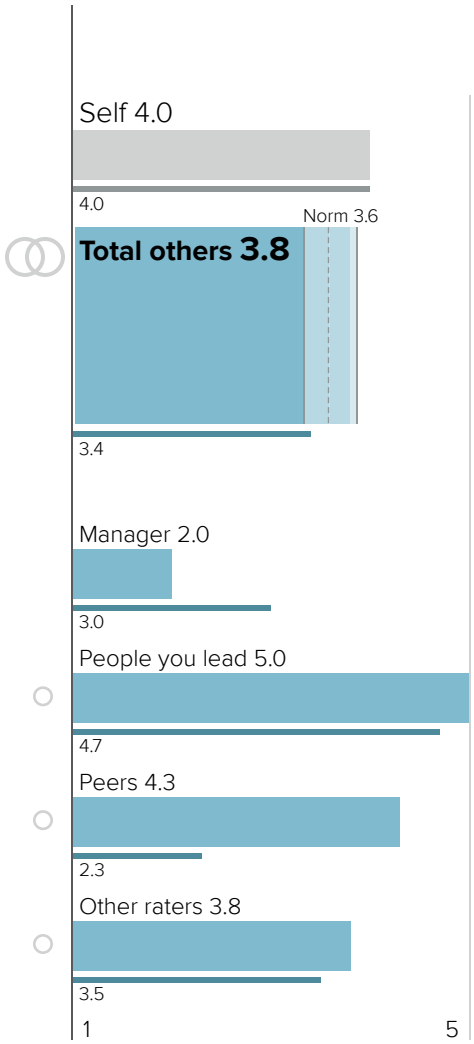
Attracts Top Talent

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



Key insights

- Lowest importance
- Middle skill level
- Moderate 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.

OVERUSED SKILL

- Overanalyzes and fails to get people into roles quickly enough to meet the needs of the business.
- May overlook slow starters and quiet, less expressive talent.

Skill level | Blind spot | Hidden strength
Importance | High agreement | Moderate agreement | Low agreement

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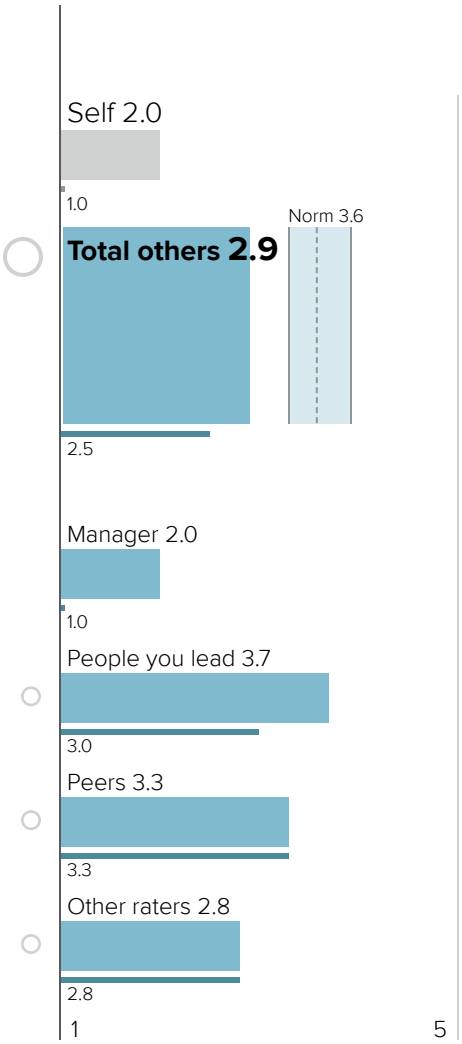
Develops Talent

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



Key insights

- Lowest importance
- Lowest skill level
- High 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.

OVERUSED SKILL

- Concentrates on the development of a few at the expense of many.
- Overestimates people's capacity for growth.
- May be too quick to adopt faddish development approaches.

Skill level | Blind spot | Hidden strength
Importance | High agreement | Moderate agreement | Low agreement

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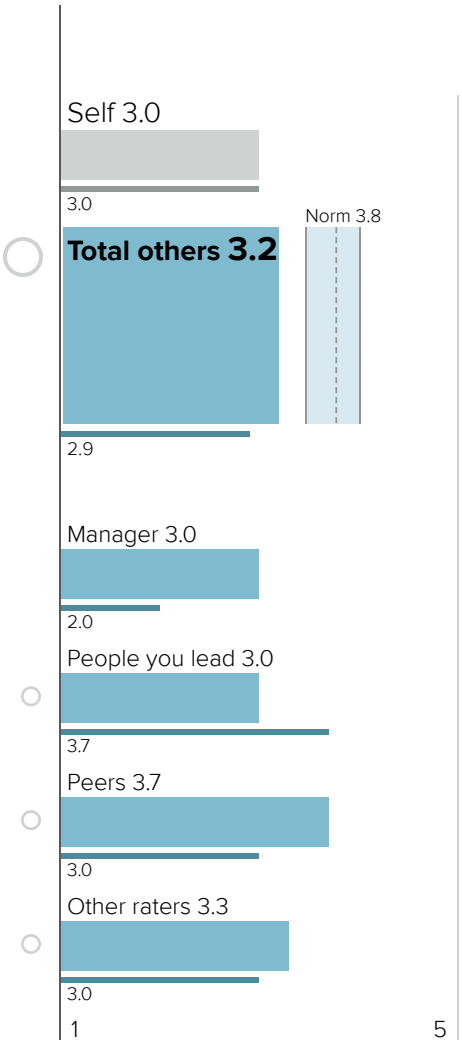
Values Differences

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



Key insights

- Lowest importance
- Lowest skill level
- High 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.

OVERUSED SKILL

- May prioritize valuing difference over achieving results.
- May make too many allowances for members of a particular group.
- Is overly sensitive to different groups when delivering tough messages.

Skill level | Blind spot | Hidden strength
Importance | High agreement | Moderate agreement | Low agreement

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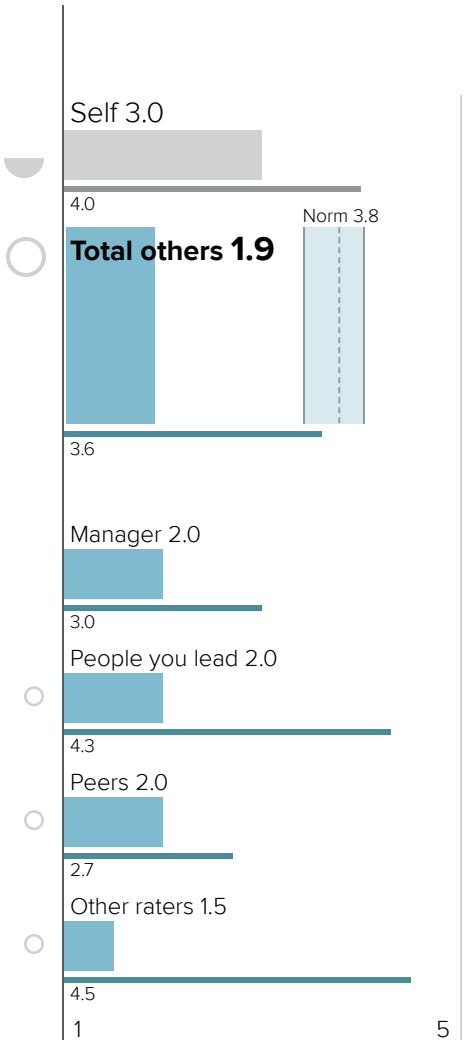
Builds Effective Teams

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



Key insights

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

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.

OVERUSED SKILL

- May focus so much on teaming behavior that results may suffer.
- May build such a strong sense of team identity that it is hard for new members to break in and get up to speed.
- May not develop individual leaders.

Skill level | Blind spot | Hidden strength
Importance | High agreement | Moderate agreement | Low agreement

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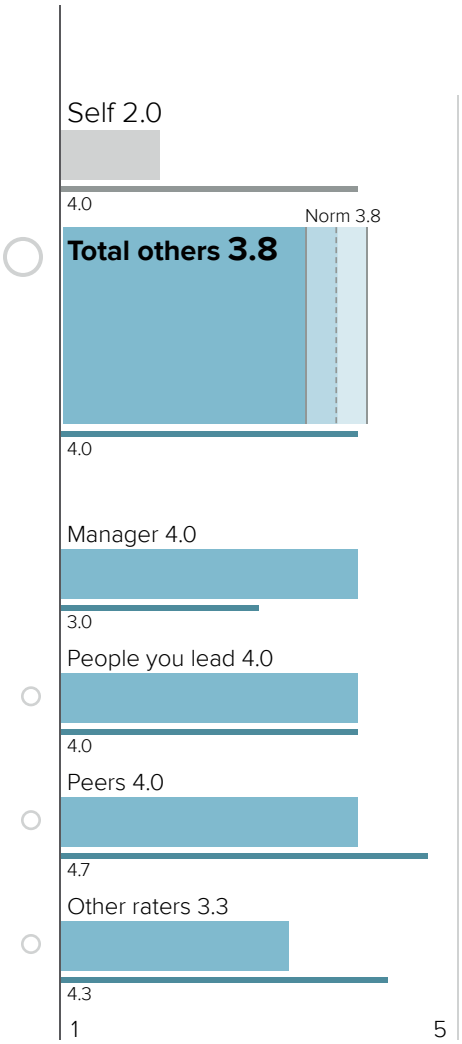
Communicates Effectively

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



Key insights

- Middle importance
- Middle skill level
- 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.

OVERUSED SKILL

- May overinform, giving out information that isn't helpful or harms productivity.
- May try to win with style and communication skills over fact and substance.
- May invest too much time crafting communications.

Skill level | Blind spot | Hidden strength
Importance | High agreement | Moderate agreement | Low agreement

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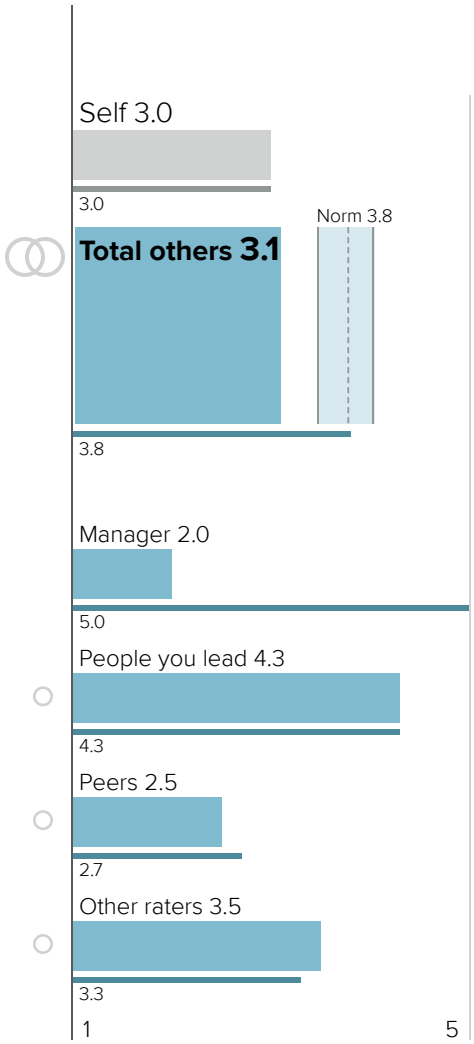
Drives Engagement

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



Key insights

- Middle importance
- Lowest skill level
- Moderate 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.

OVERUSED SKILL

- May accommodate others' motivators at the expense of getting needed work done.
- May empower beyond people's capacity.
- May avoid giving constructive feedback if it could negatively impact engagement.

Skill level | Blind spot | Hidden strength
Importance | High agreement | Moderate agreement | Low agreement

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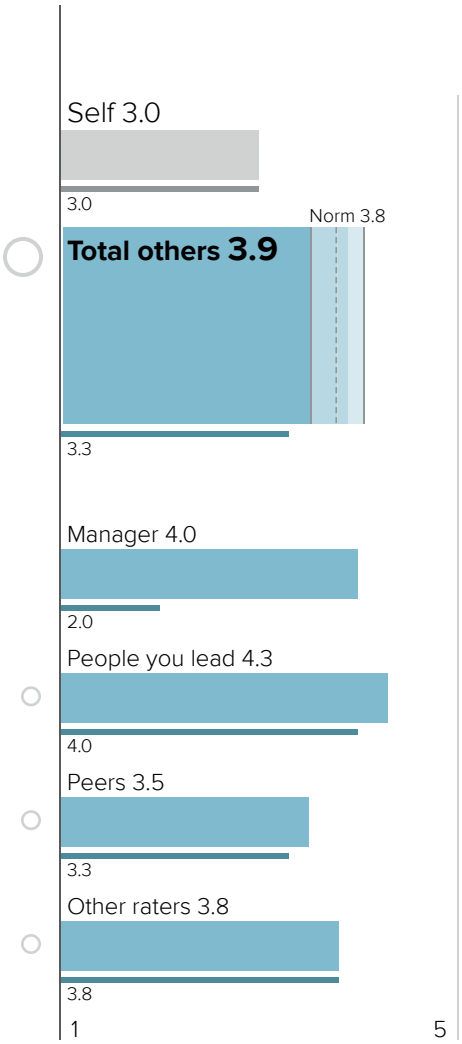
Organizational Savvy

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



Key insights

- Lowest importance
- Highest skill level
- High 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.

OVERUSED SKILL

- May prioritize organizational positioning, even when straightforward action is called for.
- May be seen as excessively political.
- May tell others what they want to hear instead of what he/she knows to be true.

Skill level | Blind spot | Hidden strength
Importance | High agreement | Moderate agreement | Low agreement

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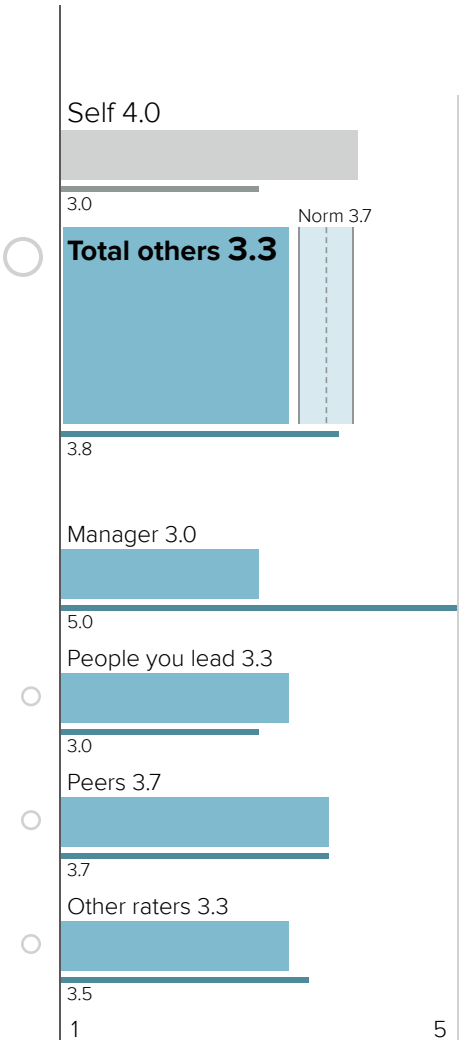
Persuades

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



Key insights

- Middle importance
- Middle skill level
- High 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.

OVERUSED SKILL

- Attempts to negotiate when the situation calls for tough and decisive action.
- Spends so much time persuading that timely results are missed.
- May come across as manipulative.

Skill level | Blind spot | Hidden strength
Importance | High agreement | Moderate agreement | Low agreement

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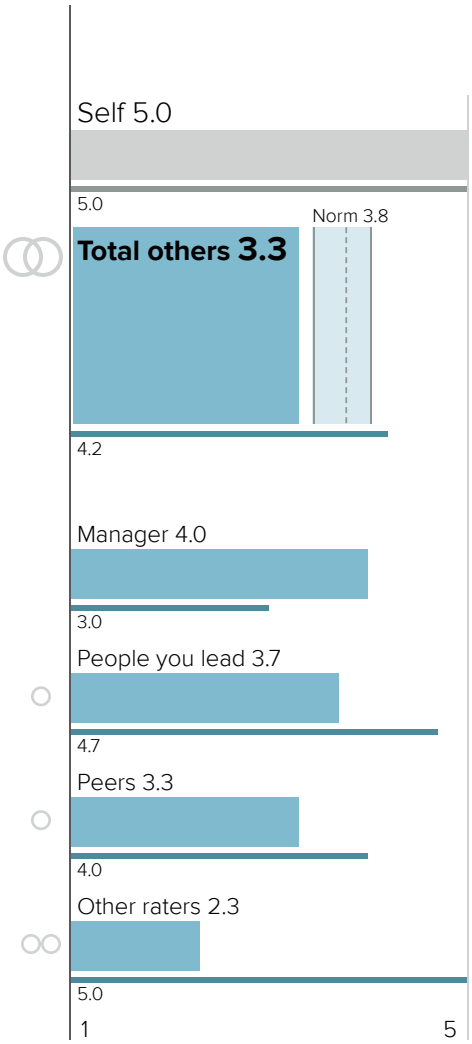
Drives Vision and Purpose

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



Key insights

- Highest importance
- Middle 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.

OVERUSED SKILL

- May lack follow-through to execute the vision.
- Communicates at a high level too often.
- May lack patience when others don't share the same vision and sense of purpose.

Skill level | Blind spot | Hidden strength
Importance | High agreement | Moderate agreement | Low agreement

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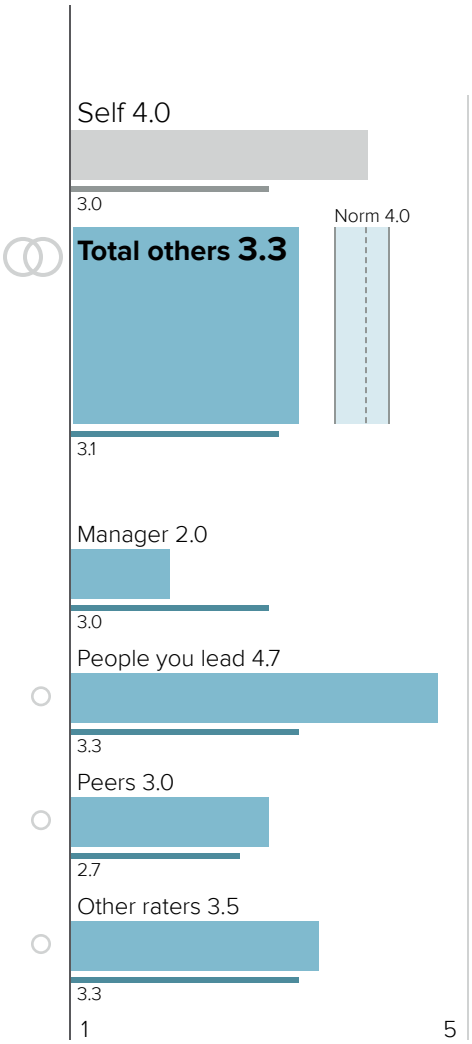
Courage

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



Key insights

- Lowest importance
- Middle skill level
- Moderate 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.

OVERUSED SKILL

- Struggles to identify which battles to take on and when to back down.
- Shares point of view on everything and could be seen as intimidating or a “know-it-all.”
- Communicates bluntly and fails to recognize the impact on relationships with others.
- Neglects own work in favor of getting involved in multiple difficult issues.

Skill level | Blind spot | Hidden strength
Importance | High agreement | Moderate agreement | Low agreement

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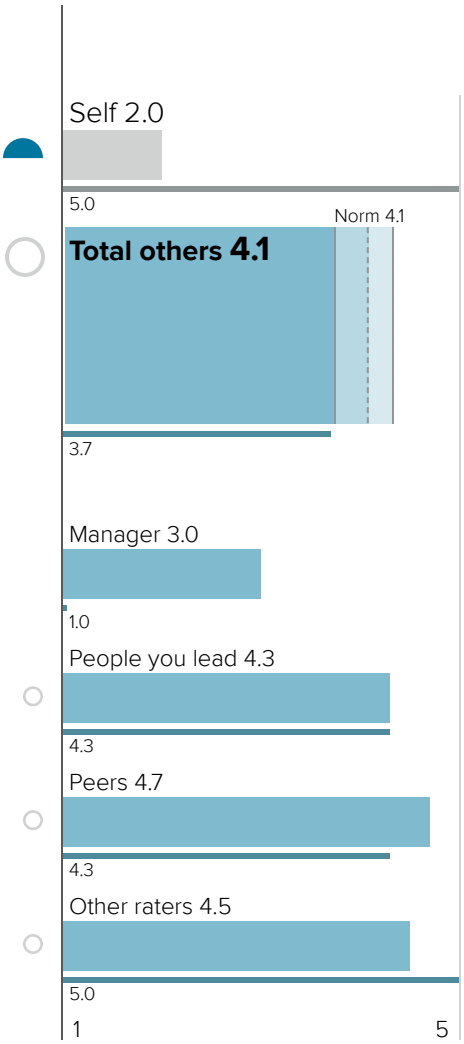
Instills Trust

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



Key insights

- Middle importance
- Highest skill level
- High 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.

OVERUSED SKILL

- May push openness and honesty to the point of being disruptive.
- May come across as overly judgmental of those not quite as overtly authentic.

Skill level | Blind spot | Hidden strength
Importance | High agreement | Moderate agreement | Low agreement

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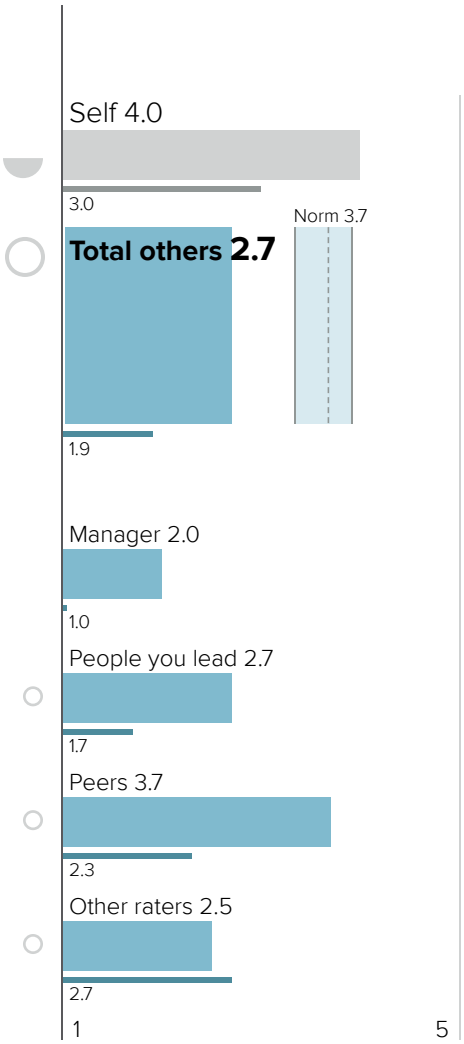
Demonstrates Self-Awareness

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



Key insights

- Lowest importance
- Lowest skill level
- High 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.

OVERUSED SKILL

- Overthinks or overanalyzes feedback from others.
- May be self-critical to the point of risking credibility and appearing insecure.
- Spends too much time on building self-insight and not enough time on making meaningful changes to behavior or skills.

Skill level | Blind spot | Hidden strength
Importance | High agreement | Moderate agreement | Low agreement

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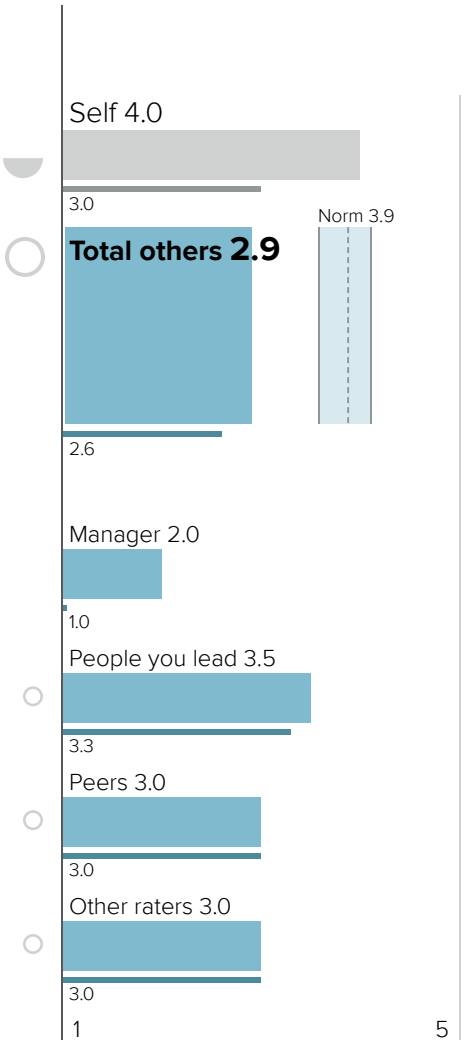
Self-Development

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



Key insights

- Lowest importance
- Lowest skill level
- High agreement
- Blind spot

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.

OVERUSED SKILL

- Develops just for the sake of development, without focus or objective.
- Focuses on own development at the expense of meeting other obligations.
- May be susceptible to the latest self-help fads.

Skill level | Blind spot | Hidden strength
Importance | High agreement | Moderate agreement | Low agreement

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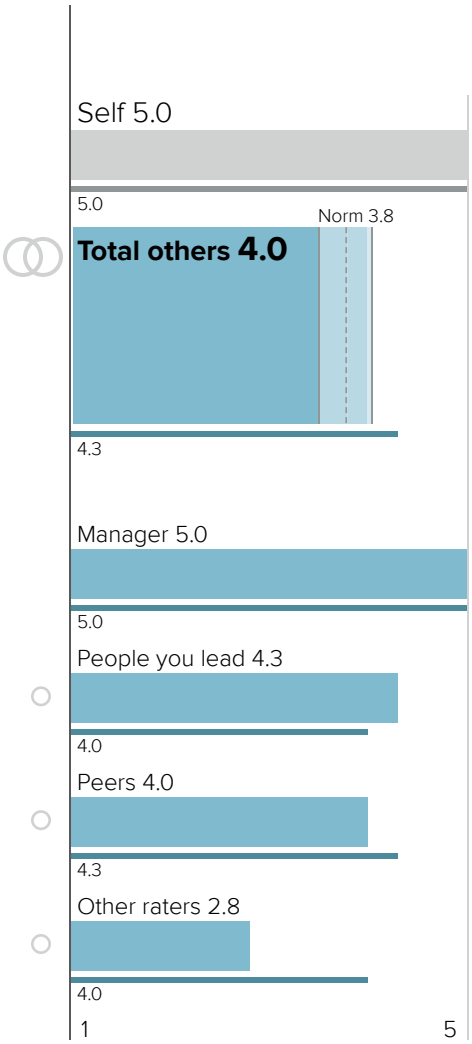
Manages Ambiguity

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



Key insights

- Highest importance
- Highest 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.

OVERUSED SKILL

- May move to conclusions or action without enough data.
- May err toward the new and risky at the expense of proven solutions.
- Doesn't honor others' need for some level of clarity before acting.

Skill level | Blind spot | Hidden strength
Importance | High agreement | Moderate agreement | Low agreement

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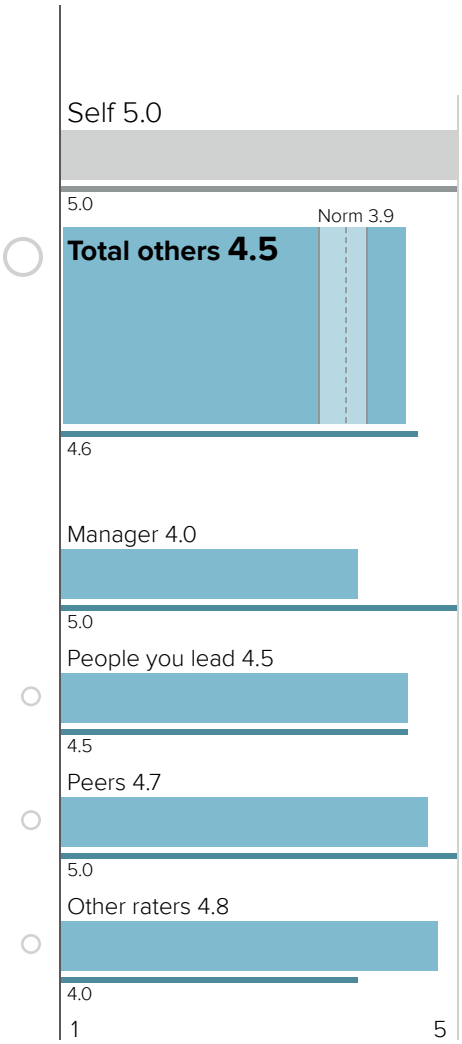
Nimble Learning

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



Key insights

- Highest importance
- Highest skill level
- High 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.

OVERUSED SKILL

- Takes on new challenges for the sake of it rather than in the interest of making a positive impact.
- Focuses on unvetted ideas simply because they are new.
- May take unnecessary risks in the name of learning.

Skill level | Blind spot | Hidden strength
Importance | High agreement | Moderate agreement | Low agreement

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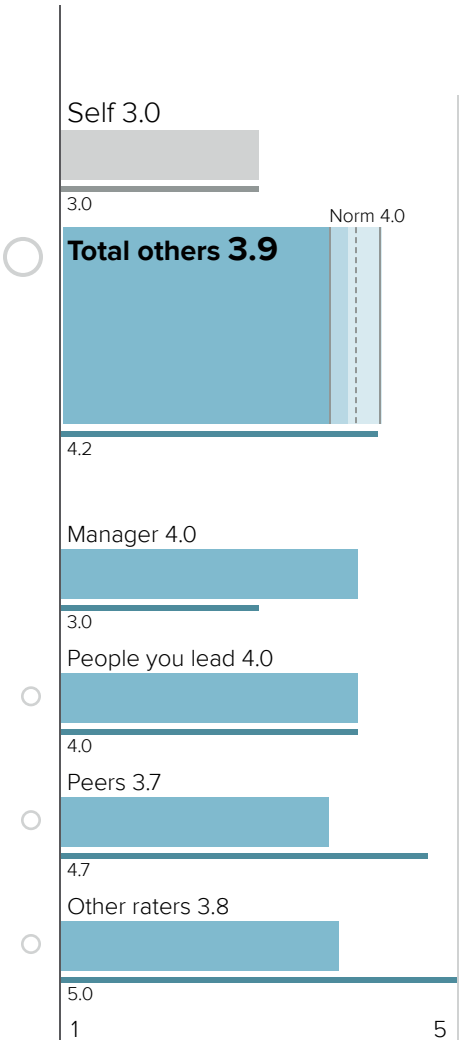
Being Resilient

Rebounding from setbacks and adversity when facing difficult situations.



Key insights

- Highest importance
- Highest skill level
- High 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.

OVERUSED SKILL

- Is unreasonably confident and optimistic; could miss the early signs of trouble.
- Fails to show emotion in appropriate circumstances; comes across as cold and uncaring.
- May allow stress to pile up, risking burnout.
- Minimizes the implications or severity of the situation.

Skill level | Blind spot | Hidden strength
Importance | High agreement | Moderate agreement | Low agreement

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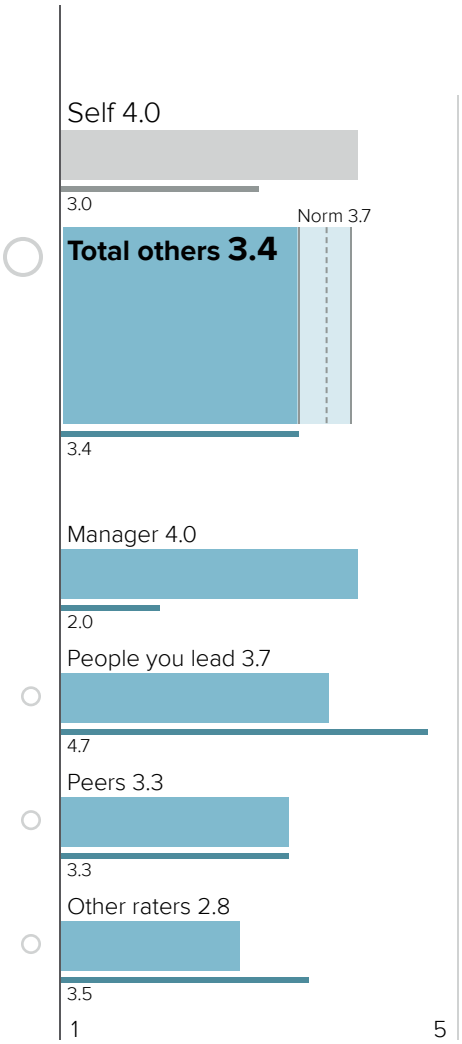
Situational Adaptability

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



Key insights

- Lowest importance
- Middle skill level
- High agreement

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.

OVERUSED SKILL

- May be seen as a social chameleon, leaving others unsure of when he/she is being genuine.
- Is hypervigilant in monitoring situational dynamics to the point that the desired outcome isn’t met; may come across as indecisive or wavering.

Skill level | Blind spot | Hidden strength
Importance | High agreement | Moderate agreement | Low agreement

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Career staller and stopper cluster scores

This shows how you and your raters scored you on each cluster of career stallers and stoppers. The lower the score, the better. It also shows how harmful each cluster of stallers and stoppers would be to success in your role. Staller and stopper cluster scores are calculated by averaging all of the staller and stopper scores within that cluster. Clusters are listed below in order of your lowest to highest average score from your raters.

CLUSTER	RATER	SCORE	HARMFULNESS
DOESN'T INSPIRE OR BUILD TALENT	Self	3.0	3.0
	Total others	2.5	3.2
TROUBLE WITH PEOPLE	Self	3.0	3.7
	Total others	2.2	2.7
TOO NARROW	Self	1.0	3.0
	Total others	1.5	2.6

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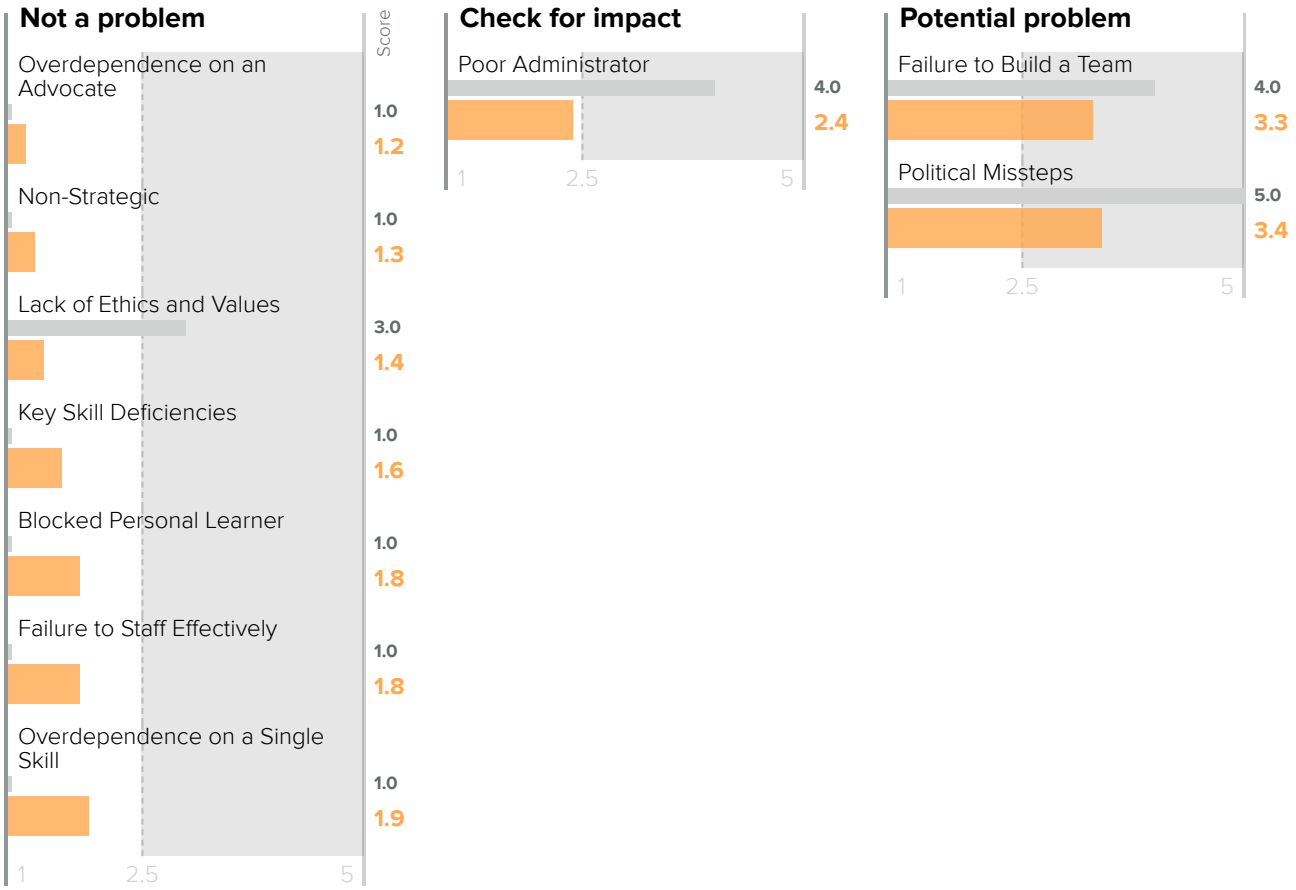
Your career stallers and stoppers profile

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.



Self
Total others
Blind spot

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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

SELF SCORE

How you scored your level on each staller and stopper.

TOTAL OTHERS SCORES

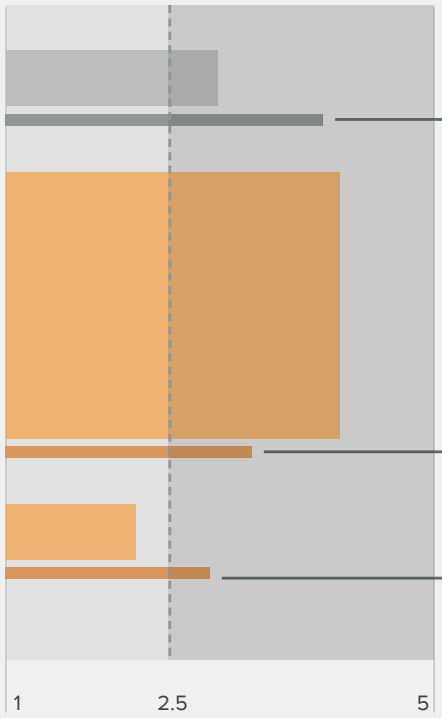
How your raters, overall, scored your staller and stopper level. The lower the score, the better.

RATER SCORES

The views of the different types of people you work with.

STALLER AND STOPPER SCALE

1=Not a problem; 2=Probably not; 3=Not sure; 4=Probably yes; 5=Definitely.



PROBLEM SCORE

The score at which a career staller and stopper is a potential problem.

HARMFULNESS SCORE

Thin bars show the harmfulness of each staller and stopper to success in your role: 1=Not a problem; 2=A slight problem; 3=Somewhat of a problem; 4=Could be a problem; 5=Definitely a problem.

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

- **High**
- **Moderate**
- **Low**

Key insights
Look out for:

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

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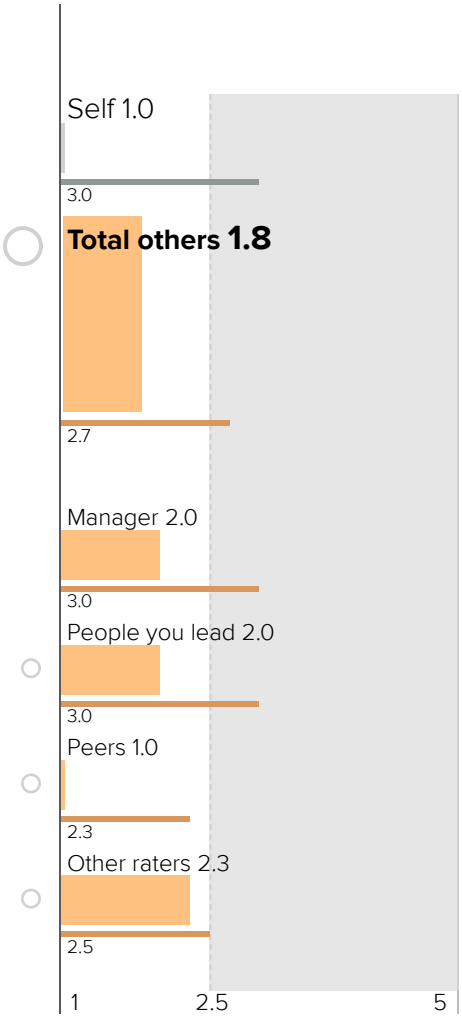
Blocked Personal Learner

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



Key insights

- High 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.

Staller and stopper level
Harmfulness
Blind spot
High agreement
Moderate agreement
Low agreement

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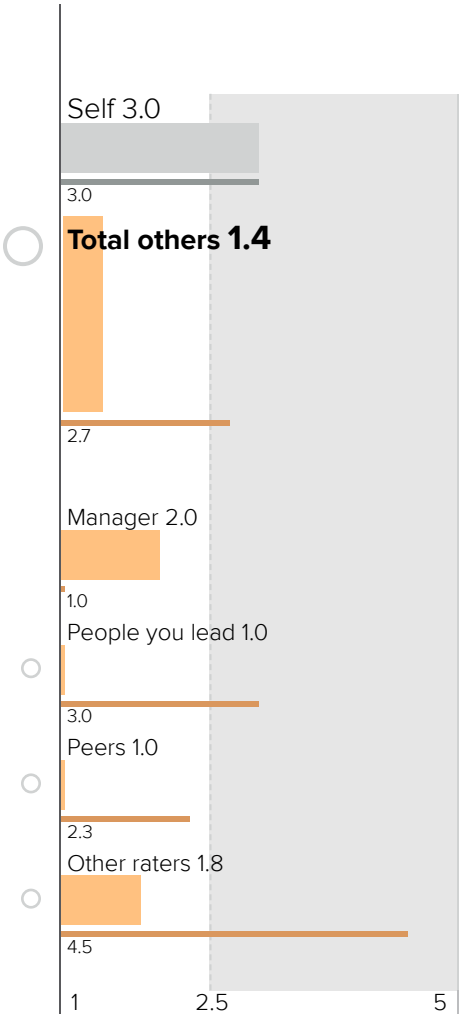
Lack of Ethics and Values

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



Key insights

- High 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.

Staller and stopper level
Harmfulness
Blind spot
High agreement
Moderate agreement
Low agreement

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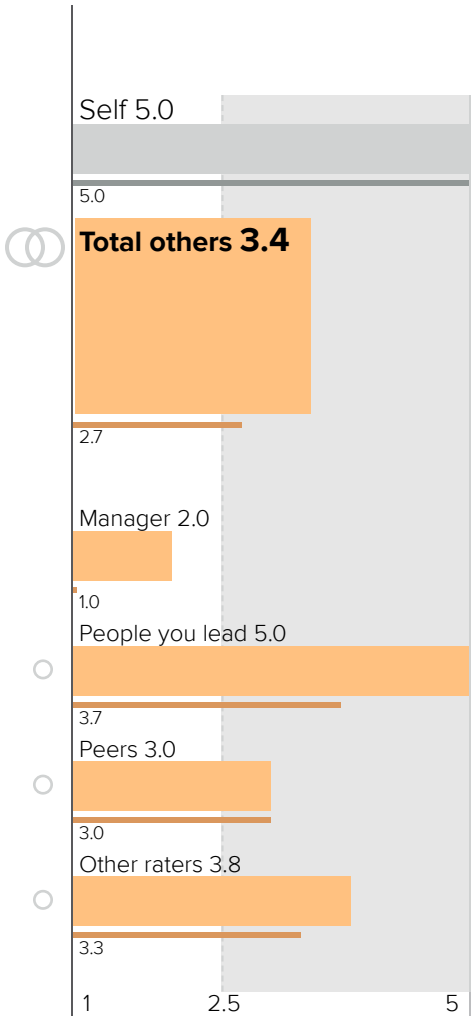
Political Missteps

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.

Staller and stopper level
Harmfulness
Blind spot
High agreement
Moderate agreement
Low agreement

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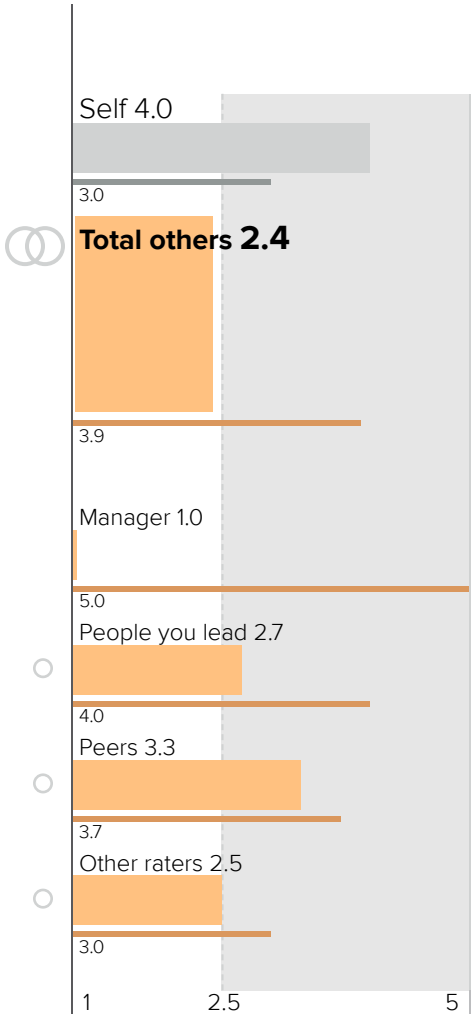
Poor Administrator

Operating in a disorganized manner that negatively impacts others.



Key insights

- Moderate 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.

Staller and stopper level
Harmfulness
Blind spot
High agreement
Moderate agreement
Low agreement

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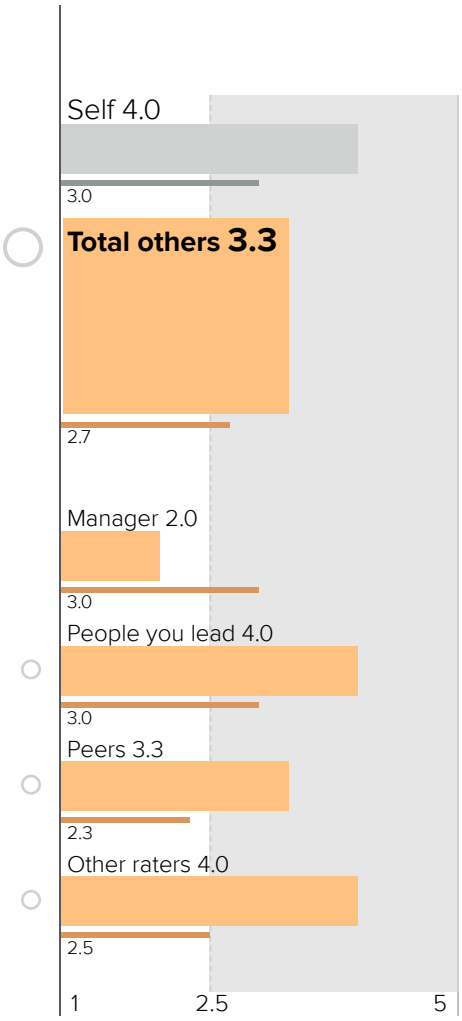
Failure to Build a Team

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



Key insights

- High 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.

Staller and stopper level
Harmfulness
Blind spot
High agreement
Moderate agreement
Low agreement

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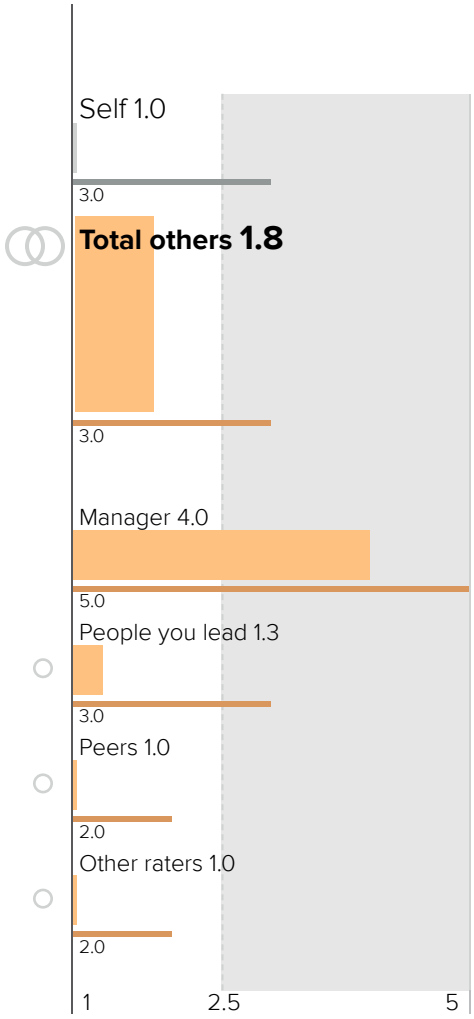
Failure to Staff Effectively

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



Key insights

- Moderate 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.

Staller and stopper level
Harmfulness
Blind spot
High agreement
Moderate agreement
Low agreement

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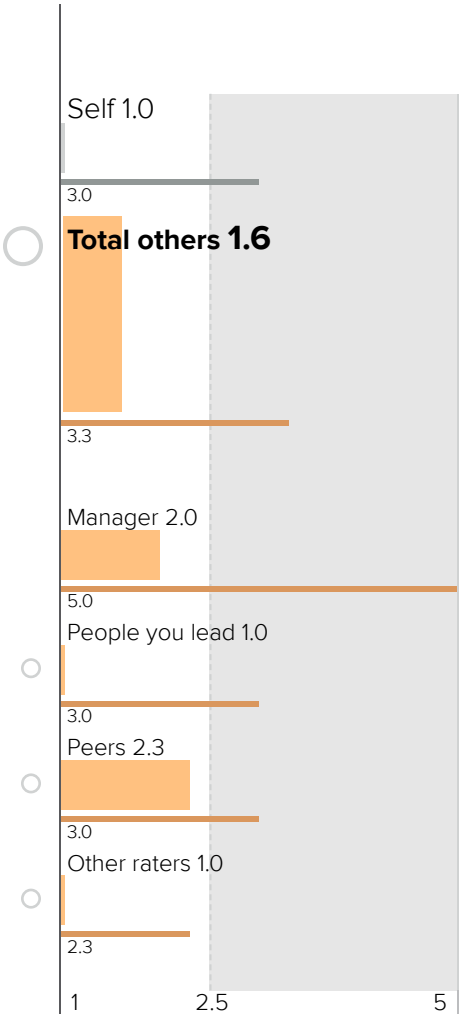
Key Skill Deficiencies

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



Key insights

- High 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.

Staller and stopper level
Harmfulness
Blind spot
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Moderate agreement
Low agreement

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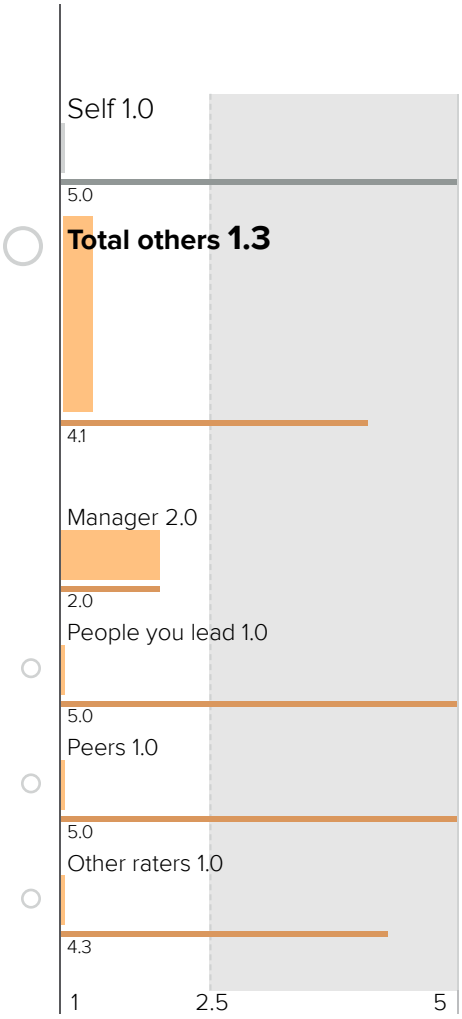
Non-Strategic

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



Key insights

- High 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.

Staller and stopper level
Harmfulness
Blind spot
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Moderate agreement
Low agreement

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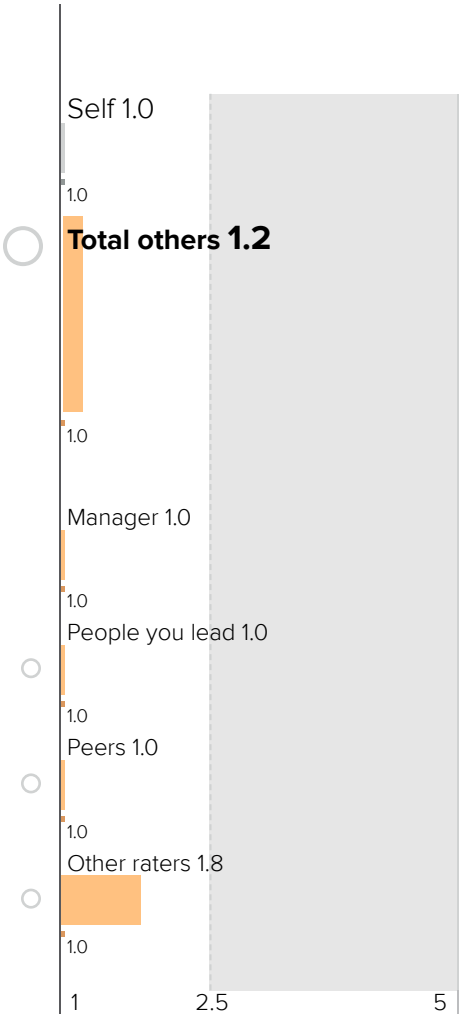
Overdependence on an Advocate

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



Key insights

- High 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.

Staller and stopper level
Harmfulness
Blind spot
High agreement
Moderate agreement
Low agreement

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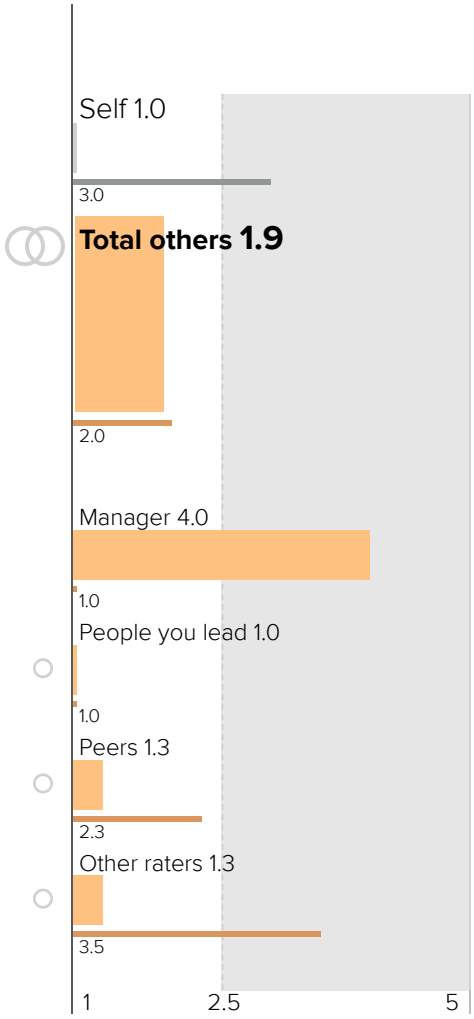
Overdependence on a Single Skill

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



Key insights

- Moderate agreement

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.

Staller and stopper level
Harmfulness
Blind spot
High agreement
Moderate agreement
Low agreement

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Comments

Comments made by you and your raters are reported here. The comments from different types of raters are listed together so that you can understand their different perspectives. Comments are reported in random order to protect raters' anonymity. Detailed observations are listed in alphabetical order.

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Competency comments

Attracts Top Talent

ALL OTHER RATERS
- For someone like you who has such powerful skills of assessing others, I am amazed at your poor staffing decisions.

Being Resilient

ALL OTHER RATERS
- Cool under pressure, especially when things don't go well. Assigns blame appropriately but doesn't dwell or punnish the offenders

Builds Networks

ALL OTHER RATERS
- Overuses the truth - see Interpersonal Savvy

Collaborates

ALL OTHER RATERS
- Only gives out information when asked.
- Good at informing others when face to face and when being the expert, but lest things drop through the cracks sometimes when follow-up is needed.

Communicates Effectively

ALL OTHER RATERS
- Spellbinding theater that leaves the audience gasping.
- Listens, but sometimes doesn't want to hear

Courage

ALL OTHER RATERS
- Tells it like it is, and straight to your face.
- I have never been able to figure this one out. You seem to vary qite a bit when and if you confront people. You generally know how to do it, unless the person trips your incometence meter.
- You avoid confronting people, prefering to gently nudge them in the direction you want, when sometimes a good push is needed

Cultivates Innovation

ALL OTHER RATERS
- Creativity especially around product design and distribution.

Customer Focus

ALL OTHER RATERS
- Mostly sees things from the company view.

Develops Talent

ALL OTHER RATERS
- Too smart too quick for most people.

Directs Work

ALL OTHER RATERS
- Directing others important when dealing with large projects; clarifying assumptions and putting timelines in writing often helpful for others to produce results.
- Prefers to do things himself.

Drives Results

ALL OTHER RATERS
- Pushes other people just as hard.

Instills Trust

ALL OTHER RATERS
- One of the very few people I trust.

Interpersonal Savvy

ALL OTHER RATERS
- You probably act too much the same way around people - candid, helpful, even if they don't want it. You rarely do much to make them feel competent or important. Helpers can be very intimidating

Manages Conflict

ALL OTHER RATERS
- Personal conflict does not seem to bother, but it simply dismissed if goes on too long. Very quick to decide on little info, rushes to judgement.
- Willing to let conflict between others fester in hopes it will go away

Strategic Mindset

ALL OTHER RATERS
- Narrows choice rather than use ability to consider broader perspectives.

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Career staller and stopper comments

Political Missteps

ALL OTHER RATERS

- Political missteps could be a problem when working with larger customer or organizational partner. Find your advocate in the organization and rely on them to tell you where the landmines are... ask them for feedback.

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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.

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Business Insight

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

To develop this competency

TAKE TIME TO REFLECT...

If you think understanding the business doesn't apply to you...
...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.

If you make your decisions without considering the business context...
...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.

If you're too busy to learn about the industry and market...
...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.

JOB ASSIGNMENTS

- 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.
- 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.
- Work short rotations in other units, functions, or geographies you've not been exposed to before. Select areas you know least about.
- 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.
- 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?

Your development plan

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

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Customer Focus

Building strong customer relationships and delivering customer-centric solutions.

To develop this competency

TAKE TIME TO REFLECT...

If you don't think customers figure into your role...
...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.

If you view customers as statistics rather than stakeholders to be served...
...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.

If you know there are barriers to customers being happy...
...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.

JOB ASSIGNMENTS

- Manage a dissatisfied internal or external customer; troubleshoot a performance or quality problem with a product or service.
- Train customers in the use of the organization's products or services. Collaborate with them. Make them feel involved.
- Work a few shifts in the telemarketing or customer service department, handling complaints and inquiries from customers. Experience your customers firsthand.
- Spend time with internal or external customers. Write a report on your observations, and present it to the people involved.
- Do a customer satisfaction survey in person or by phone, and present the results to the people involved.

Your development plan

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Financial Acumen

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

To develop this competency

TAKE TIME TO REFLECT...

If finance seems like a foreign language to you...
...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.

If you're used to making decisions without considering the bottom line...
...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.

If you think understanding finance doesn't relate to you or your work...
...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.

JOB ASSIGNMENTS

- Work with an analyst to create a financial justification for the major purchase of equipment, materials, program, or system for your organization.
- 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.
- Create an online financial skills training course for new employees. Teaching someone else can be a great way to embed your own learning.
- 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.
- 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.

Your development plan

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Tech Savvy

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

To develop this competency

TAKE TIME TO REFLECT...

If you're most comfortable with the technologies you already know...
...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.

If you adopt ideas late and tend to hang back...
...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.

If you can't imagine how technology is going to evolve...
...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.

JOB ASSIGNMENTS

- Offer to manage the process of identifying, selecting, purchasing a new technology for the organization.
- Serve on the group responsible for launching a new technology; become a resource to support others as they transition to new tools.
- Help the organization enhance or update its presence on digital channels (external/internal websites, social media, etc.).
- Initiate or join a group to study future innovations that may benefit the organization over the long-term.
- 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.

Your development plan

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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

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Decision Quality

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

To develop this competency

TAKE TIME TO REFLECT...

If you tend to be impulsive and plunge right in...
...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.

If your personal views often seem to take precedence...
...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.

If you worry about not having the answers required...
...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.

JOB ASSIGNMENTS

- 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.
- 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.
- Be part of a talent review or hiring process, making people decisions for the department or unit as objectively and unbiased as possible.
- Manage the procurement of important services, equipment, supplies, systems, etc., gathering diverse input from stakeholders and analyzing the data before making the call.
- Handle a crisis for the organization, requiring you to make a timely decision where all parties will not be pleased with the outcome.

Your development plan

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Balances Stakeholders

Anticipating and balancing the needs of multiple stakeholders.

To develop this competency

TAKE TIME TO REFLECT...

If you focus purely on results and forget about people...
...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.

If you think that having a multitude of stakeholders will slow progress...
...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.

If you think you can predict what each stakeholder group needs...
...then tread carefully. Making assumptions can be dangerous and lead you down the wrong path entirely.

JOB ASSIGNMENTS

- Take on a project with a wide variety of internal and external stakeholders. Rise to the challenge of juggling priorities, preferences, and needs.
- Design a communications plan to inform stakeholders about a change that is not likely to be well-received.
- 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.
- Present the strategic imperatives of the organization to your team, explaining where their efforts fit into the larger goals.
- Volunteer to rescue a project with unhappy stakeholders. Find out what's gone wrong. Engage them in moving forward in the right direction.

Your development plan

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Global Perspective

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

To develop this competency

TAKE TIME TO REFLECT...

If you don't know much about other parts of the world...
...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.

If your field of vision tends to be limited and narrow...
...then broaden your perspective and see the world through a wide-angle lens. Be curious. Explore. Expand your comfort zone.

If you're worried about uncertainties in the global arena...
...then ask questions rather than relying on the same old answers. Appreciate differences. Recognize similarities. Build relationships across borders based on shared goals.

JOB ASSIGNMENTS

- 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.
- Work on a project that involves travel and study of a global issue, and then present strategic implications to management.
- Take an extended overseas assignment that will deepen your international knowledge and scope.
- 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.
- 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.

Your development plan

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Cultivates Innovation

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

To develop this competency

TAKE TIME TO REFLECT...

If you rely on the familiar rather than seeking out the new...
...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.

If you're quick to provide most of the ideas yourself...
...then hold back. Discover the fertile minds around you. Unleashing the creative potential will lead to innovation you didn't realize possible.

If you feel a creative approach could never work out...
...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?"

JOB ASSIGNMENTS

- Relaunch an existing product, service, or process that's not doing well by gathering input from end users and trying things not tried before.
- 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.
- 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.
- 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.
- Identify an unmet need and experiment with different ways to fill the gap. Practice seeing failures or mistakes as opportunities to learn.

Your development plan

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Strategic Mindset

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

To develop this competency

TAKE TIME TO REFLECT...

If you focus on the here and now...
...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.

If seeing ahead brings more fog than clarity...
...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.

If you see strategy as abstract and not concrete enough...
...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.

JOB ASSIGNMENTS

- Take on a project or assignment that requires significant strategic thinking and planning with colleagues from various disciplines, divisions, or geographies.
- Prepare and present a strategic proposal to senior leaders that involves charting new ground. Identify the trade-offs inherent in any strategic decision.
- Do a thorough trend analysis and environmental scan of your function, unit, or organization as part of the strategic planning process.
- Manage an aspect of a rapidly expanding or growing operation that is instrumental to the organization's strategy.
- Conduct a competitive analysis of your organization's products/services and position in the marketplace.

Your development plan

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Action Oriented

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

To develop this competency

TAKE TIME TO REFLECT...

If you shy away from getting started and find yourself hesitating instead of acting...
...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.

If you worry your course of action is not correct and may fail...
...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.

If you often lose sight of the purpose and goal...
...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.

JOB ASSIGNMENTS

- Volunteer to lead a project that will require driving many actions within very aggressive time frames.
- Take on a daunting task such as stepping in to fix a critical initiative that has stalled, lost focus, or encountered major obstacles.
- 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.
- 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.
- 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.

Your development plan

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Resourcefulness

Securing and deploying resources effectively and efficiently.

To develop this competency

TAKE TIME TO REFLECT...

If the task seems impossible with the resources you have...
...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.

If your "go to" resources have got up and gone...
...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.

If you don't have what you need to get the job done...
...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.

JOB ASSIGNMENTS

- Offer to lead an underresourced project that requires you to bargain and trade with others to get what you need to succeed.
- Begin something from scratch that requires your bringing a team together and initiating simultaneous actions under a tight time frame.
- 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.
- Consider tasks that are no longer developmental for you but would be for others, and delegate them.
- 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.

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Directs Work

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

To develop this competency

TAKE TIME TO REFLECT...

If you find it difficult to usher people to action...
...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.

If letting go of control makes you nervous and tense...
...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.

If you feel that your way is the only way to succeed...
...then open your mind to means untested. Directing work is more about providing focus and structure than dictating methods. Encourage ideas; stimulate commitment.

JOB ASSIGNMENTS

- 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.
- 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.
- 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.
- 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.
- Volunteer to manage a group of low-competence or low-performing people through a task they couldn't do by themselves.

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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.

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Optimizes Work Processes

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

To develop this competency

TAKE TIME TO REFLECT...

If you'd rather tolerate a bad process than spend time getting it fixed...
...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.

If keeping everything running smoothly is a challenge for you...
...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.

If you see process as the critical aspect of any project...
...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.

JOB ASSIGNMENTS

- 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.
- Create and present a process time line for a change initiative incorporating goals, deadlines, resources, and measurement metrics.
- 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.
- Shadow the person in your organization responsible for quality. Deliver a presentation on quality processes used in your organization.
- Monitor and follow a new product or service through the entire idea, design, test market, and launch cycle.

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Ensures Accountability

Holding self and others accountable to meet commitments.

To develop this competency

TAKE TIME TO REFLECT...

If you're worried about being blamed when things go wrong...
...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.

If you let things slide rather than challenging others to deliver...
...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.

If you take accountability yourself, but don't instill it in others...
...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.

JOB ASSIGNMENTS

- 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.
- 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.
- Volunteer to lead the definition of SMART goals for a new or evolving project.
- Work on a project that analyzes performance and results and take responsibility for feeding back the outcome to those involved.
- 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.

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Drives Results

Consistently achieving results, even under tough circumstances.

To develop this competency

TAKE TIME TO REFLECT...

If the goal ahead seems unattainable...
...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.

If you've been pushing hard and don't see an end in sight...
...then remember the goal you are striving toward. Celebrate what you've achieved so far. Regroup. Plunge back in with renewed vigor.

If you can't face those last few steps of the task...
...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.

JOB ASSIGNMENTS

- 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.
- 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.
- Lead a stalled project to successful completion within the next few weeks. Identify the issues and generate solutions to move it forward.
- 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.
- Create, champion, and track a fundraising campaign with a clear financial goal. Get creative about how it can be exceeded.

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Collaborates

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

To develop this competency

TAKE TIME TO REFLECT...

If you have a tough goal that you're not sure how to reach...
...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.

If you'd rather do it yourself than collaborate with others...
...then realize that there are many risks to going it alone. Isolation. Overwork. Independence is great, but a soloist can't make a symphony.

If you focus more on your own victories than on shared success...
...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.

JOB ASSIGNMENTS

- 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.
- 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.
- Resolve an issue in conflict between two people, units, geographies, functions. Help them share their perspectives, build understanding, and bring the issue to resolution.
- 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.
- 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.

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Manages Conflict

Handling conflict situations effectively, with a minimum of noise.

To develop this competency

TAKE TIME TO REFLECT...

If you often get bogged down when disagreement arises...
...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.

If you often have firm views that lead you into conflict with others...
...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.

If you tend to get emotional when conflict is looming...
...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.

JOB ASSIGNMENTS

- Make peace with an enemy, someone you've disappointed or don't get along with. Apologize for you part in the conflict, encourage dialogue, and listen to find a solution for the greater good.
- 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.
- 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.
- 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.
- 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.

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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.

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Builds Networks

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

To develop this competency

TAKE TIME TO REFLECT...

If you feel networking is a lot of effort for little reward...
...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.

If you tend to be unfocused in your approach...
...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.

If you find yourself interacting with the same people again and again...
...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.

JOB ASSIGNMENTS

- 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.
- Create and introduce a system for mapping important relationships for new employees. Test it out with the next few people to join the team.
- 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.
- Lead a team that creates a multi-functional onboarding or mentoring program involving senior management.
- 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.

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Attracts Top Talent

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

To develop this competency

TAKE TIME TO REFLECT...

If you focus more on what the organization delivers than on the people it hires...
...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.

If you never change your routine when it comes to hiring talent...
...then stop and think about your approach. Each situation is different, so put the need ahead of the process.

If your gut instinct is strong and has never failed you yet...
...then consider that this time it easily could. Your "good feeling" could turn out to be a very bad mistake.

JOB ASSIGNMENTS

- 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.
- Work on a team that's deciding which talent to keep and which to let go in a layoff, shutdown, delayering, or merger. Adopt a thorough, objective decision-making process to address the talent the organization needs going forward.
- 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.
- 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.
- 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.

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Develops Talent

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

To develop this competency

TAKE TIME TO REFLECT...

If you think helping others develop isn't your job...
...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.

If you expect that people should learn on their own time...
...then understand that most learning comes from ongoing experience. Helping people see the learning opportunities in everything they do is helping them to develop.

If you're focused on the skills that are needed today...
...then ask yourself what will be needed tomorrow. Starting to build these capabilities now will give you a head start for the future.

JOB ASSIGNMENTS

- Volunteer to mentor someone outside your unit. Understand their goals and expectations and make sure you're tailoring your approach to meet their needs.
- 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.
- 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.
- 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.
- Lead the setup of a people development forum across your unit/organization. Showcase best practices, break down silos, and share talent more effectively.

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Values Differences

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

To develop this competency

TAKE TIME TO REFLECT...

If you surround yourself with people who are similar to you...
...then recognize the value of a wider circle. Embrace difference. Respect diversity. Open the door to new ideas and possibilities.

If you sense a resistance to diversity in your team...
...then step in to turn things around. Everyone has a responsibility to create an environment where all are valued, listened to, and learned from.

If you tolerate differences but don't embrace their value...
...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.

JOB ASSIGNMENTS

- Participate in a project with people who have different backgrounds, perspectives, and experiences than you. Tap into their knowledge and experience.
- Take on a task working with global team members or customers that requires you to communicate regularly across borders, time zones, and cultures.
- Get a mentor who is different from you. Learn about their unique perspective based on their culture, background, ethnicity.
- 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.
- Work on a project that requires overseas travel. Immerse yourself in the culture.

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Builds Effective Teams

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

To develop this competency

TAKE TIME TO REFLECT...

If you like to go it alone...
...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.

If your long-standing team works just fine the way it is...
...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.

If you think every group is automatically a team...
...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.

JOB ASSIGNMENTS

- Be an active member of a virtual team, ensuring all members stay connected, motivated, and productive.
- Work on a team handling a high-stakes business issue, where you will need to share information and make sense of it quickly.
- 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.
- Coach a team that is demonstrating lack of trust, split focus, or suboptimal performance.
- 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.

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Communicates Effectively

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

To develop this competency

TAKE TIME TO REFLECT...

If you assume communication is simple to get right...
...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.

If you're lacking in confidence when you have to communicate...
...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.

If your message doesn't land with the impact you want...
...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."

JOB ASSIGNMENTS

- 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.
- 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.
- Write a report justifying a major capital investment in new production equipment. Communicate the financial information clearly to engage and inform the reader.
- Collect ideas to improve a critical process in your function and write a synopsis discussing the merits of each.
- 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.

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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.

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Organizational Savvy

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

To develop this competency

TAKE TIME TO REFLECT...

If you think formal channels are the only route to get things done...
...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.

If you're baffled by the maze of organizational politics...
...then take a step back to see connections. To understand how things work and why they sometimes don't. Listen. Observe. Analyze. Learn.

If you don't take time to understand what's going on around you...
...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.

JOB ASSIGNMENTS

- 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.
- 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.
- 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.
- 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.
- Volunteer to find a way of bringing together and/or aligning processes, systems, or procedures from across a range of business units.

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Persuades

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

To develop this competency

TAKE TIME TO REFLECT...

If you have good ideas that no one seems to want to hear about...
...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.

If you're frustrated by the endless debates that simple changes require...
...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.

If you find relating to others tough and a chore...
...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.

JOB ASSIGNMENTS

- Lead or participate in a change initiative, such as a business integration, that requires people from different organizations to create a new structure.
- Volunteer to represent your organization as the keynote speaker or expert panelist at an upcoming industry conference.
- 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.
- Create and lead a webinar discussion on the value of self-awareness in persuasive leaders. Create a compelling session that will engage your audience.
- 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.

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Drives Vision and Purpose

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

To develop this competency

TAKE TIME TO REFLECT...

If you see that people are not tracking with your message or with the strategy overall...
...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.

If you sense that excitement about the strategy is losing steam...
...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.

If you feel people don't see the importance of what they do...
...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.

JOB ASSIGNMENTS

- Be a change agent for a new process, product, or service. Create a symbol for the change and champion it through to implementation.
- Assist a floundering team in developing a clear sense of purpose and a compelling vision for the future.
- Take a strategic assignment that involves charting new ground and communicating the vision to a critical audience.
- Prepare and present a strategic proposal to senior leaders that involves a change in direction and a request for sponsorship and resources.
- Lead or be a team member on a start-up that requires creating a team charter to unify, focus, and inspire the team.

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Courage

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

To develop this competency

TAKE TIME TO REFLECT...

If you find it easier to go along with the status quo...
...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.

If you're worried your views will turn people against you...
...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.

If you're worried that what you say will just rock the boat...
...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.

JOB ASSIGNMENTS

- Manage a group through a significant business crisis that requires quick action and difficult decisions.
- 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.
- 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.
- Work on a team looking at a reorganization plan where there will be more people than positions and requires courageous decisions and clear communication.
- Write a proposal for a new policy, process, mission, charter, product, service, or system, and present and sell it to top management.

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Instills Trust

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

To develop this competency

TAKE TIME TO REFLECT...

If you're concerned that others don't have full trust in you...
...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.

If you talk a good story but don't follow through...
...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.

If you sense that gossip is running rampant...
...then understand that allowing negative "hearsay" can lead to a culture of distrust. Address rumors with speed and honesty. Focus on the underlying reasons.

JOB ASSIGNMENTS

- Make peace with a colleague or customer you've disappointed in the past, apologizing for any mistakes and taking steps to renew trust.
- 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.
- 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.
- 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.
- 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.

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Demonstrates Self-Awareness

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

To develop this competency

TAKE TIME TO REFLECT...

If reflection doesn't come naturally to you...
...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.

If you've ever been surprised by feedback you've received...
...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.

If you're happy with how you are and don't want to change...
...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.

JOB ASSIGNMENTS

- Volunteer for an assignment in a different culture. Use this to become more aware of how you may respond in new or unfamiliar settings.
- Start something new. Begin something from scratch or build a new area of the organization. Build a new team.
- 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.
- 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.
- 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.

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Self-Development

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

To develop this competency

TAKE TIME TO REFLECT...

If you think development is always a formal affair...
...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.

If you know you have skill gaps and are uncomfortable with that...
...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.

If you can't seem to find time to learn anything new...
...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.

JOB ASSIGNMENTS

- 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.
- 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.
- Attend a course or event which will push you personally beyond your usual limits or outside your comfort zone.
- Find and spend time with an expert to learn something in an area new to you, in either a work or non-work setting.
- Take on an assignment outside of your current organizational area or region to practice working within a different organizational or global culture.

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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.

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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.

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Being Resilient

Rebounding from setbacks and adversity when facing difficult situations.

To develop this competency

TAKE TIME TO REFLECT...

If you feel like giving up when people push back...
...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.

If you find it hard to stay focused when the pressure is on...
...then find your release valve to reduce your stress levels. Keep things in perspective. Talk to trusted friends. Find ways to laugh.

If you're feeling drained from things not working out...
...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.

JOB ASSIGNMENTS

- Take on a task or assignment that you dislike doing. Manage your own resistance to driving it through.
- Prepare and present, with confidence, a significant proposal to your management team. Anticipate the resistance you may get and prepare to counter it.
- 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.
- 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.
- Develop and implement your own personal stress- and pressure-management plan. Seek input from experts who can help guide you.

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Situational Adaptability

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

To develop this competency

TAKE TIME TO REFLECT...

If you rely on one or two ways of handling most situations...
...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.

If you feel self-conscious when trying out different ways...
...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.

If you feel changing too much means you're not being yourself...
...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.

JOB ASSIGNMENTS

- 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.
- 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.
- 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.
- 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.
- 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.

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Blocked Personal Learner

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

To avoid this career staller and stopper

SOME POSSIBLE CAUSES	JOB ASSIGNMENTS
• Hangs on, hoping to make it without changing. • Low risk taker. • May block change for others. • Narrow in scope and interests. • Not open to new approaches. • Perfectionist. • Prefers the tried and true. • Self-learning/development interest is low. • Too busy to learn anything new. • Too comfortable.	• Attend a self-awareness/assessment course that includes feedback. • 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. • 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). • Volunteer to do a special project for and with a person you admire and who has a skill you need to develop. • Teach/coach someone how to do something you are not an expert in.

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Lack of Ethics and Values

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

To avoid this career staller and stopper

SOME POSSIBLE CAUSES	JOB ASSIGNMENTS
• Operates close to the edge. • Overly ambitious. • Overly independent. • Pragmatic to a fault. • Sets own rules of conduct. • Not consistent across situations; situational ethics.	• Manage the assigning/allocating of office space in a contested situation. • 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. • Resolve an issue in conflict between two people, units, geographies, functions, etc. • Be a member of a union-negotiating or grievance-handling team. • Work on a team looking at a reorganization plan where there will be more people than positions.

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Political Missteps

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

To avoid this career staller and stopper

SOME POSSIBLE CAUSES	JOB ASSIGNMENTS
• Competitive with peers. • Doesn't read others or their interests well. • May be too candid to curry favor. • May share wrong/sensitive information. • Misunderstands what political savvy is. • No patience with due process. • Poor impulse control. • Poor interpersonal skills. • Poor negotiator. • Seen as a strident advocate.	• Integrate diverse systems, processes, or procedures across decentralized and/or dispersed units. • Manage the interface between consultants and the organization on a critical assignment. • Prepare and present a proposal of some consequence to top management. • Manage the assigning/allocating of office space in a contested situation. • Work on a team that's deciding whom to keep and whom to let go in a layoff, shutdown, delayering, or merger.

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Poor Administrator

Operating in a disorganized manner that negatively impacts others.

To avoid this career staller and stopper

SOME POSSIBLE CAUSES	JOB ASSIGNMENTS
• Can't say no to people; gets overloaded. • Impatient. • Poor grasp of due process as seen by others. • Poor mental organization. • Poor sense of time. • Procrastinates. • Too busy to get organized.	• Manage the renovation of an office, floor, building, meeting room, warehouse, etc. • Work on a process-simplification team to take steps and costs out of a process. • Plan an off-site meeting, conference, convention, trade show, event, etc. • Manage the purchase of a major product, equipment, materials, program, or system. • Manage a dissatisfied internal or external customer; troubleshoot a performance or quality problem with a product or service.

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Failure to Build a Team

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

To avoid this career staller and stopper

SOME POSSIBLE CAUSES	JOB ASSIGNMENTS
• Can't set common cause. • Can't resolve conflict among direct reports. • Doesn't believe in teams. • Doesn't have the time. • Doesn't want to deal with the conflict. • More comfortable one-on-one. • The idea of a team is resisted by people. • Poor time management; too busy. • Too serious.	• Manage a group of low-competence or low-performing people through a task they couldn't do by themselves. • Manage a group of people who are older and/or more experienced to accomplish a task. • Assemble a team of diverse people to accomplish a difficult task. • Manage a group of people involved in tackling a fix-it or turnaround project. • Build a multi-functional project team to tackle a common business issue or problem.

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Failure to Staff Effectively

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

To avoid this career staller and stopper

SOME POSSIBLE CAUSES	JOB ASSIGNMENTS
• Impatient. • Narrow perspective. • Non-strategic. • Poor people-reading skills. • Unfocused. • Unwilling to take negative people actions.	• Do a study of successful executives in your organization, and report the findings to top management. • 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. • Train and work as an assessor in an assessment center. • Work on a team that's deciding whom to keep and whom to let go in a layoff, shutdown, delayering, or merger. • Build a multi-functional project team to tackle a common business issue or problem.

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Key Skill Deficiencies

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

To avoid this career staller and stopper

SOME POSSIBLE CAUSES	JOB ASSIGNMENTS
• Counting backwards to retirement. • Inexperienced. • Lack of technical/functional skills. • Narrow perspective. • New to the job or function. • Not interested in self-development.	• Find and spend time with an expert to learn something in an area new to you. • 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. • Work closely with a higher-level manager who is very good at something you need to learn. • Volunteer to do a special project for and with a person you admire and who has a skill you need to develop. • Study and summarize a new trend, product, service, technique, or process, and present and sell it to others.

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Non-Strategic

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

To avoid this career staller and stopper

SOME POSSIBLE CAUSES	JOB ASSIGNMENTS
• Doesn't like complexity. • Doesn't think the future is knowable. • Inexperienced. • Lack of perspective. • Low-variety background. • Low risk taker; doesn't like uncertainty. • New to the area. • Too busy with today's tasks. • Too narrow. • Very tactical.	• Do a competitive analysis of your organization's products or services or position in the marketplace, and present it to the people involved. • Do a postmortem on a successful project, and present it to the people involved. • Do a feasibility study on an important opportunity and make recommendations to those who will decide. • Monitor and follow a new product or service through the entire idea, design, test market, and launch cycle. • Study and summarize a new trend, product, service, technique, or process, and present and sell it to others.

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Overdependence on an Advocate

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

To avoid this career staller and stopper

SOME POSSIBLE CAUSES	JOB ASSIGNMENTS
• Dependent. • Doesn't get results alone. • Has become lazy. • Narrow experience base. • Not tough. • Overly loyal.	• 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. • Become a referee for an athletic league or program. • Be a change agent; create a symbol for change; lead the rallying cry; champion a significant change and implementation. • Run (chair) a task force on a pressing problem. • Handle a tough negotiation with an internal or external client or customer.

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Overdependence on a Single Skill

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

To avoid this career staller and stopper

SOME POSSIBLE CAUSES	JOB ASSIGNMENTS
• Counting backwards to retirement. • Inexperienced. • Lazy. • Lives in the glory of the past. • Narrow perspective. • Not interested in broadening or self-development. • Too comfortable.	• 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. • Work closely with a higher-level manager who is very good at something you need to learn. • Work short rotations in other units, functions, or geographies you've not been exposed to before. • Study and summarize a new trend, product, service, technique, or process, and present and sell it to others. • Benchmark innovative practices, processes, products, or services of competitors, vendors, suppliers, or customers, and present a report making recommendations for change.

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Survey type: Competency
Survey scale: Likert
Norm: Senior Management (2022)
Model: KFLA v1
Role: All 38, all 10

RV1.1.0 CV IV