

Establishing Relationships

Builds effective networks, working relationships, and alliances with a broad range of stakeholders (both internal and external) in order to collaborate effectively within divisions and across boundaries. Can relate to all kinds of people regardless of background; finds topics and common interests that they can use to build rapport with others.


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Developing Talent

Provides guidance and feedback to help others strengthen knowledge/skills needed to accomplish tasks, solve problems, and perform effectively. Guides and supports the professional development of individuals so that they can fulfill future job/role responsibilities, define career goals, and establish development plans to achieve them; gives people constructive, developmental feedback and advice. Invests time and resources into building the capabilities of team members.


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Inspiring and Motivating Others

Fosters commitment and cohesiveness by motivating, guiding, and facilitating cooperation within the organization toward goal accomplishments. Can persuade others, build consensus, and ensure cooperation from others to gain genuine acceptance for ideas and accomplish "win-win" solutions. Emphasizes the importance of people's contributions; lets staff know why their work is important and how it will benefit themselves and others; ties work activities to people's personal career goals and life interests.


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Demonstrating Emotional Intelligence

Exercises self-leadership, self-awareness, and self-regulation; manages emotions so that they are expressed appropriately; leads others by showcasing adaptability, empathy, and social skills.


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Acting with Integrity

Interacts with others in a way that is seen as direct and truthful; ensures confidence in individual and organizational motives and representations. Acts in a way that is consistent with personal and organizational values by keeping confidences, promises, and commitments. Clearly states goals and beliefs; informs people of their true intentions; does what they say they will do; follows through on commitments.


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Acting Strategically

Makes long-range plans by formulating business objectives and setting priorities which support organizational change in light of internal and external trends. Aligns day to day activities around broader organizational goals and objectives; prioritizes resources based on the strategic objectives of the organization; recognizes and rewards staff based on how their actions support the broader needs of the organization.


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Managing Risk

Stands alone and speaks out in defense of personal principles; weighs the risk required to accomplish substantially beneficial results while acknowledging the possibility of significant negative consequences. Effectively balances risks and opportunities; thinks through potential positive and negative outcomes; looks for ways to mitigate risks.


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Navigating Organizations

Understands the capacity, ability, and potential results of internal and external stakeholders as well as politics on organizational functioning and success. Understands the value and ability of internal and external stakeholders, as well as the effect of culture and politics on org function. Understands how work gets done in organizations; builds networks that allow them to efficiently drive projects through the organizational structure; maximizes productivity while staying within constraints of formal organizational policies and rules.


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Communicating Effectively

Speaks and writes clearly, conveys information in a concise, organized, and logical manner. Is adept at tailoring the message to fit the interests and needs of the audience. Listens attentively and exercises tact, discretion, and diplomacy when interacting with members of the organization and stakeholders.


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Promoting Diversity and Inclusion

Treats all people with dignity and respect by being fair and consistent. Demonstrates an open-minded approach to understanding people regardless of their gender, age, race, national origin, religion, ethnicity, disability status, or other characteristics. Challenges bias and intolerance. Develops all-inclusive groups in the realms of social interaction and communication. Shows respect for the beliefs and traditions of others; encourages and promotes practices that support cultural diversity; discourages behaviors or practices that may be perceived as unfair, biased, or critical toward people with certain backgrounds.


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Setting a Strategic Vision

Acts as a catalyst for organizational change by building a shared vision with others which ensures alignment of the organization's vision, strategic plan, mission, and values; influences others to translate vision into action. Identifies and articulates the strategic goals and direction of the organization, division, or group; establishes connections between short-term goals and long-term objectives.


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Holding Self and Others Accountable

Sets clear performance expectations and objectives for self and others; evaluates work performance and provides feedback to others; recommends proper training and coaching when appropriate; ensures recognition for positive results and takes corrective actions to resolve performance problems as appropriate.


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