

The Competencies

COMPETENCIES DEALING WITH

PEOPLE

LEADING OTHERS

- 1 Establishing Focus
- 2 Providing Motivational Support
- 3 Fostering Teamwork
- 4 Empowering Others
- 5 Managing Change
- 6 Developing Others
- 7 Managing Performance
- 8 Fostering Diversity

COMMUNICATING AND INFLUENCING

- 9 Attention To Communication
- 10 Oral Communication
- 11 Written Communication
- 12 Persuasive Communication
- 13 Interpersonal Effectiveness
- 14 Influencing Others
- 15 Building Collaborative Relationships

COMPETENCIES DEALING WITH

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PREVENTING AND SOLVING PROBLEMS

- 16 Diagnostic Information Gathering
- 17 Analytical Thinking
- 18 Forward Thinking
- 19 Conceptual Thinking
- 20 Strategic Thinking
- 21 Technical Expertise

ACHIEVING RESULTS

- 22 Initiative
- 23 Entrepreneurial Orientation
- 24 Fostering Innovation
- 25 Customer Orientation
- 26 Results Orientation
- 27 Thoroughness
- 28 Decisiveness
- 29 Business Acumen
- 30 Global Perspective

COMPETENCIES DEALING WITH

SELF MANAGEMENT

- 31 Self Confidence
- 32 Adaptability
- 33 Personal Credibility
- 34 Flexibility

Competency Dictionary

An Example of the Description of Each Competency

15. BUILDING COLLABORATIVE RELATIONSHIPS

Definition: The ability to develop, maintain, and strengthen partnerships with others inside or outside of the organization who can provide information, assistance and support.

Behaviors

- a. Asks about the other person's personal experiences, interests, and family
- b. Asks questions to identify shared interest, experiences or other common ground
- c. Shows an interest in what others have to say; acknowledge their perspectives and ideas
- d. Recognizes the business concerns and perspective of others
- e. Expresses gratitude and appreciation to others who have provided information, assistance or support
- f. Takes time to get to know co-workers, to build rapport and establish a common bond
- g. Tries to build relationships with people whose assistance, cooperation and support may be needed
- h. Provides assistance, information and support to others, to build a basis for future reciprocity

	Basic	Proficient	Advanced
Supervisor	<ul style="list-style-type: none"> Understands the need to develop positive relationships with key people inside and outside of the organization Begins to cultivate needed relationships Is willing to listen to others Is respectful of others, their needs and ideas 	<ul style="list-style-type: none"> Understands others and how to approach them; takes the necessary steps to get to know their team members Has developed positive working relationships with most key people Can relate to the needs of their staff and clients Respects contributions of others on team 	<ul style="list-style-type: none"> Inspires confidence, respect and trust in their staff and clients; seen as honest and open Has developed strong relationships with key people and uses those relationships to produce results Relates well to diverse people in varying situations across the organization Actively seeks out other's opinions and ideas
Manager	<ul style="list-style-type: none"> Understands others and how to approach them; takes the necessary steps to get to know their team members Has developed positive working relationships with many key people Can relate to the needs of their staff and clients Respects contributions of others on team 	<ul style="list-style-type: none"> Inspires confidence, respect and trust in their staff and clients; seen as honest and open Has developed strong relationships with key people and uses those relationships to produce results Relates well to diverse people in varying situations across the organization Actively seeks out other's opinions and ideas 	<ul style="list-style-type: none"> Has established an informal network inside and outside of the organization whom he/she can rely on for information and assistance Uses trusting relationships to solve problems and manage challenging situations Encourages others to state opinions contrary to his/her own
Sr. Mgr./ Director	<ul style="list-style-type: none"> Inspires confidence, respect and trust in their staff and clients; seen as honest and open Has developed strong relationships with key people and uses those relationships to produce results Relates well to diverse people in varying situations across the organization Actively seeks out other's opinions and ideas 	<ul style="list-style-type: none"> Has established an informal network inside and outside of the organization whom he/she can rely on for information and assistance Uses trusting relationships to solve problems and manage challenging situations Encourages others to state opinions contrary to his/her own 	<ul style="list-style-type: none"> Demonstrates an understanding of the organization's culture and how to leverage relationships and resources to produce results; is organizationally savvy Can maintain relationships even under difficult or heated situations; trusted to be an "honest broker" Brings people together with differing opinions to seek solutions to problems
Executive	<ul style="list-style-type: none"> Seen as approachable; makes people feel comfortable; understands the impact of one's words Has established a network inside and outside of the organization whom he/she can rely on for information and assistance Uses trusting relationships to solve problems and manage challenging situations Encourages others to state opinions contrary to his/her own 	<ul style="list-style-type: none"> Gets more visibility for self and the organization by further developing expanded external networks and connections to the industry Demonstrates an understanding of the organization and culture and how to leverage relationships and resources to produce results; is organizationally savvy Can maintain relationships even under difficult or heated situations; trusted to be an "honest broker" Brings people together with differing opinions to seek solutions to problems 	<ul style="list-style-type: none"> Seen as a "face of the company" within the industry; maintains visibility within the organization Leverages relationships and alliances to overcome obstacles and advance the organization's goals Seen as a model for being organizationally savvy within the organization Can maintain relationships even when faced with very difficult or highly emotional situations; trusted to be an "honest broker"

6. Developing Others

Definition: Willingness to delegate responsibility and to work with others and coach them to develop their capabilities.

Behaviors

- a. Provides helpful, behaviorally specific feedback to others
- b. Shares information, advice and suggestions to help others to be more successful; provides effective coaching
- c. Gives people assignments that will help develop their abilities
- d. Regularly meets with employees to review their development progress
- e. Recognizes and reinforces people’s developmental efforts and improvements
- f. Expresses confidence in others’ ability to be successful

	Basic	Skilled	Expert
Professional/ Specialist	<ul style="list-style-type: none"> • Occasionally provides general feedback and advice to others • Recognizes the general strengths and areas to develop in others • Recognizes the importance of developing others 	<ul style="list-style-type: none"> • Provides helpful and behaviorally specific feedback to others; ensures that others do not feel inferior or insulted • Shares information, advice, and suggestions to help others grow • Helps others understand their specific strengths and areas to develop; coaches them to grow and develop • Recognizes and reinforces the development efforts of others • Expresses confidence in others’ ability to be successful 	<ul style="list-style-type: none"> • Frequently provides helpful and behaviorally specific feedback and suggestions in a way that preserves and enhances self-esteem • Proactive at sharing specific information, advice, and suggestions to ensure others grow • Provides effective coaching by sharing insight and knowledge to help others develop • Regularly recognizes and reinforces the developmental efforts others and their improvements • Frequently expresses confidence in others’ ability to be successful
Supervisor/ Manager	<ul style="list-style-type: none"> • Provides general feedback to others • Offers some information, advice, and suggestions • Delegates to get routine tasks accomplished • Occasionally reviews development progress with others • Wants others to be successful 	<ul style="list-style-type: none"> • Uses feedback sessions with others to provide helpful and behaviorally specific feedback • Shares specific information , advice, and suggestions to be successful; provides coaching • Delegates to allow others to learn and grow • Reviews development progress and recognizes and reinforces efforts • Encourages others to be successful 	<ul style="list-style-type: none"> • Uses regularly scheduled feedback sessions with others to provide helpful and behaviorally specific feedback that makes others more successful • Effectively coaches others with specific information , advice, and suggestions to be successful • Delegates assignments to others that will specifically help them develop their abilities • Regularly reviews development progress and recognizes and reinforces efforts and improvements • Expresses confidence in others’ ability to be successful • Helps others to develop their capabilities
Director/ Executive	<ul style="list-style-type: none"> • Uses feedback sessions with others to develop their capabilities • Shares specific information , advice, and suggestions to be successful • Delegates to allow others to learn and grow • Reviews development progress and recognizes and reinforces efforts • Encourages others to develop their capabilities 	<ul style="list-style-type: none"> • Uses regularly scheduled feedback sessions with others to provide helpful and behaviorally specific feedback that makes others more successful • Effectively coaches others with helpful information , advice, and suggestions to be successful • Delegates important assignments to others that will specifically help them develop their abilities • Regularly reviews development progress and recognizes and reinforces efforts and improvements • Expresses confidence in others’ ability to be successful 	<ul style="list-style-type: none"> • Creates a culture where feedback for growth and development are valued and recognized; makes others more successful • Develops, mentors, and promotes other leaders with detailed information, advice, and suggestions that make them successful • Creates challenging roles, responsibilities and developmental assignments that enhances the capabilities of others • Creates a culture that continually reviews development progress and rewards positive change; encourages and supports other leaders to do the same • Champions the need in the organization to regularly expresses confidence in others’ ability to be successful and motivate people to get better

Available in English, Spanish, French, German, & Italian

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- f. Takes time to get to know co-workers, to build rapport and establish a common bond
- g. Tries to build relationships with people whose assistance, cooperation and support may be needed
- h. Provides assistance, information and support to others, to build a basis for future reciprocity

	Basic	Proficient	Advanced
Supervisor	<ul style="list-style-type: none"> • Understands the need to develop positive relationships with key people inside and outside of the organization • Begins to cultivate needed relationships • Is willing to listen to others • Is respectful of others, their needs and ideas 	<ul style="list-style-type: none"> • Understands others and how to approach them; takes the necessary steps to get to know their team members • Has developed positive working relationships with most key people • Can relate to the needs of their staff and clients • Respects contributions of others on team 	<ul style="list-style-type: none"> • Inspires confidence, respect and trust in their staff and clients; seen as honest and open • Has developed strong relationships with key people and uses those relationships to produce results • Relates well to diverse people in varying situations across the organization • Actively seeks out other’s opinions and ideas
Manager	<ul style="list-style-type: none"> • Understands others and how to approach them; takes the necessary steps to get to know their team members • Has developed positive working relationships with many key people • Can relate to the needs of their staff and clients • Respects contributions of others on team 	<ul style="list-style-type: none"> • Inspires confidence, respect and trust in their staff and clients; seen as honest and open • Has developed strong relationships with key people and uses those relationships to produce results • Relates well to diverse people in varying situations across the organization • Actively seeks out other’s opinions and ideas 	<ul style="list-style-type: none"> • Has established an informal network inside and outside of the organization whom he/she can rely on for information and assistance • Uses trusting relationships to solve problems and manage challenging situations • Encourages others to state opinions contrary to his/her own
Sr. Mgr./Director	<ul style="list-style-type: none"> • Inspires confidence, respect and trust in their staff and clients; seen as honest and open • Has developed strong relationships with key people and uses those relationships to produce results • Relates well to diverse people in varying situations across the organization • Actively seeks out other’s opinions and ideas 	<ul style="list-style-type: none"> • Has established an informal network inside and outside of the organization whom he/she can rely on for information and assistance • Uses trusting relationships to solve problems and manage challenging situations • Encourages others to state opinions contrary to his/her own 	<ul style="list-style-type: none"> • Demonstrates an understanding of the organization’s culture and how to leverage relationships and resources to produce results; is organizationally savvy • Can maintain relationships even under difficult or heated situations; trusted to be an “honest broker” • Brings people together with differing opinions to seek solutions to problems
Executive	<ul style="list-style-type: none"> • Seen as approachable; makes people feel comfortable; understands the impact of one’s words • Has established a network inside and outside of the organization whom he/she can rely on for information and assistance • Uses trusting relationships to solve problems and manage challenging situations • Encourages others to state opinions contrary to his/her own 	<ul style="list-style-type: none"> • Gets more visibility for self and the organization by further developing expanded external networks and connections to the industry • Demonstrates an understanding of the organization and culture and how to leverage relationships and resources to produce results; is organizationally savvy • Can maintain relationships even under difficult or heated situations; trusted to be an “honest broker” • Brings people together with differing opinions to seek solutions to problems 	<ul style="list-style-type: none"> • Seen as a “face of the company” within the industry; maintains visibility within the organization • Leverages relationships and alliances to overcome obstacles and advance the organization’s goals • Seen as a model for being organizationally savvy within the organization • Can maintain relationships even when faced with very difficult or highly emotional situations; trusted to be an “honest broker”

17. Analytical Thinking

Definition: Approaching a problem by using a logical, systematic, sequential approach.

Behaviors

- a. Makes a systematic comparison of two or more alternatives
- b. Notices discrepancies and inconsistencies in available information
- c. Identifies a set of features, parameters or considerations to take into account, in analyzing a situation or making a decision
- d. Approaches a complex task or problem by breaking it down into its component parts and considering each part in detail
- e. Weighs the costs, benefits, risks, and chances for success, in making a decision
- f. Identifies many possible causes for a problem
- g. Carefully weighs the priority of things to be done

	Basic	Proficient	Advanced
Professional/ Specialist	<ul style="list-style-type: none"> • Compares no more than two alternatives • Notices obvious discrepancies and inconsistencies in available information • Looks for features, parameters, or considerations in a situation or when making a decision • Approaches a complex task or problem by looking at its component parts • Looks at the costs, benefits, risks, and chances for success, in making a decision • Identifies a possible cause for a problem • Does not consider the priority of things to be done 	<ul style="list-style-type: none"> • Makes a systematic comparison of two or more alternatives • Notices discrepancies and inconsistencies in available information • Identifies a set of features, parameters or considerations to take into account, in analyzing a situation or making a decision • Approaches a complex task or problem by breaking it down into its component parts and considering each part in detail • Weighs the costs, benefits, risks, and chances for success, in making a decision • Identifies many possible causes for a problem • Carefully weighs the priority of things to be done 	<ul style="list-style-type: none"> • Makes a thorough and systematic comparison of two or more alternatives • Notices even subtle discrepancies and inconsistencies in available information • Identifies a complete set of features, parameters or considerations to take into account, in analyzing a situation or making a decision • Approaches a complex task or problem by thoroughly breaking it down into its component parts and considering each part in specific detail • Does a thorough analysis to evaluate and compare the costs, benefits, risks, and chances for success, in making a decision • Identifies all the possible causes for a problem • Assesses and carefully considers the priority of things to be done
Supervisor/ Manager	<ul style="list-style-type: none"> • Compares no more than two alternatives • Notices obvious discrepancies and inconsistencies in available information • Looks for features, parameters, or considerations in a situation or when making a decision • Approaches a complex task or problem by looking at its component parts • Looks at the costs, benefits, risks, and chances for success, in making a decision • Identifies a possible cause for a problem • Does not consider the priority of things to be done 	<ul style="list-style-type: none"> • Makes a systematic comparison of two or more alternatives • Notices discrepancies and inconsistencies in available information • Identifies a set of features, parameters or considerations to take into account, in analyzing a situation or making a decision • Approaches a complex task or problem by breaking it down into its component parts and considering each part in detail • Weighs the costs, benefits, risks, and chances for success, in making a decision • Identifies many possible causes for a problem • Carefully weighs the priority of things to be done 	<ul style="list-style-type: none"> • Makes a thorough and systematic comparison of two or more alternatives • Notices even the most subtle discrepancies and inconsistencies in available information • Identifies a complete set of features, parameters or considerations to take into account, in analyzing a situation or making a decision • Approaches a complex task or problem by thoroughly breaking it down into its component parts and considering each part in specific detail • Does a thorough analysis to evaluate and compare the costs, benefits, risks, and chances for success, in making a decision • Identifies many possible causes for a problem, including those that are subtle and not readily apparent • Assesses and carefully considers the priority of things to be done
Director/ Executive	<ul style="list-style-type: none"> • Compares no more than two alternatives • Notices obvious discrepancies and inconsistencies in available information • Looks for features, parameters, or considerations in a situation or when making a decision • Approaches a complex task or problem by looking at its component parts • Looks at the costs, benefits, risks, and chances for success, in making a decision • Identifies a possible cause for a problem • Does not consider the priority of things to be done 	<ul style="list-style-type: none"> • Makes a systematic comparison of two or more alternatives • Notices discrepancies and inconsistencies in available information • Identifies a set of features, parameters or considerations to take into account, in analyzing a situation or making a decision • Approaches a complex task or problem by breaking it down into its component parts and considering each part in detail • Weighs the costs, benefits, risks, and chances for success, in making a decision • Identifies many possible causes for a problem • Carefully weighs the priority of things to be done 	<ul style="list-style-type: none"> • Makes a thorough and systematic comparison of two or more alternatives • Notices even subtle discrepancies and inconsistencies in available information • Identifies a complete set of features, parameters or considerations to take into account, in analyzing a situation or making a decision • Approaches a complex task or problem by thoroughly breaking it down into its component parts and considering each part in specific detail • Does a thorough analysis to evaluate and compare the costs, benefits, risks, and chances for success, in making a decision • Identifies all the possible causes for a problem • Assesses and carefully considers the priority of things to be done

22. Initiative

Definition: Identifying what needs to be done and doing it before being asked to or required by the situation.

Behaviors

- a. Identifies what needs to be done and takes action before being asked or required to
- b. Does more than what is normally required in a situation
- c. Seeks out others involved in a situation to learn their perspectives
- d. Takes independent action to change the direction of events

	Basic	Skilled	Expert
Professional/ Specialist	<ul style="list-style-type: none"> Identifies what needs to be done and asks for permission/advice before taking action Does what is normally required in a situation Occasionally seeks out others involved in a situation to learn their perspectives Occasionally takes independent action to change the direction of events 	<ul style="list-style-type: none"> Identifies what needs to be done and takes action before being asked or required Does more than what is normally required in a situation Seeks out others involved in a situation to learn their perspectives Takes independent action to change the direction of events 	<ul style="list-style-type: none"> Anticipates what needs to be done long before others do and takes immediate action Exceeds what is normally required in a situation Always seeks out others involved in a situation to learn their perspectives Always takes independent action to change the direction of events
Supervisor/ Manager	<ul style="list-style-type: none"> Identifies what needs to be done and takes action before being asked or required Does what is normally required in a situation Occasionally seeks out others involved in a situation to learn their perspectives Occasionally takes independent action to change the direction of events 	<ul style="list-style-type: none"> Identifies what needs to be done before others do and takes immediate action before being asked or required Does more than what is normally required in a situation Seeks out others involved in a situation to learn their perspectives Takes independent action to change the direction of events 	<ul style="list-style-type: none"> Anticipates what needs to be done long before others do and well in advance of the situation; always takes immediate action before being asked or required Far exceeds what is normally required in a situation Always seeks out others involved in a situation to learn their perspectives and get their input Always takes immediate and independent action to change the direction of events in a positive manner
Director/ Executive	<ul style="list-style-type: none"> Identifies what needs to be done and takes action before being asked or required Does what is normally required in a situation Occasionally seeks out others involved in a situation to learn their perspectives Occasionally takes independent action to change the direction of events 	<ul style="list-style-type: none"> Anticipates what needs to be done well in advance of the situation; always takes immediate action before being asked or required Does more than what is normally required in a situation Always seeks out others involved in a situation to learn their perspectives and get their input Always takes immediate and independent action to change the direction of events in a positive manner 	<ul style="list-style-type: none"> Creates a culture in the organization that anticipates what needs to be done well in advance of the situation; coaches others to take immediate action before being asked or required Creates an environment that expects others to exceed what is normally required in a situation Is a role model for being proactive in seeking out others involved in a situation to learn and understand their perspectives Creates a culture where immediate and independent action to change the direction of events in a positive manner is encouraged and promoted

Available in English, Spanish, French, German, & Italian

25. Customer Orientation

Definition: Demonstrated concern for satisfying one’s external and/or internal customers.

Behaviors

- a. Lives the business mission: to be the preferred supplier through total customer satisfaction
- b. Quickly and effectively solves customer problems
- c. Talks to customers (internal or external) to find out what they want and how satisfied they are with what they are getting
- d. Lets customers know he/she is willing to work with them to meet their needs
- e. Finds ways to measure and track customer satisfaction
- f. Presents a cheerful, positive manner with customers

	Basic	Proficient	Advanced
Service/Support	<ul style="list-style-type: none"> • Seeks to understand the needs and requirements of the customer • Remains respectful of customers • Delivers courteous service 	<ul style="list-style-type: none"> • Identifies customers’ needs and requirements • Delivers timely service which meets customer expectations • Identifies and strives to correct customer service issues 	<ul style="list-style-type: none"> • Demonstrates a customer comes first attitude • Delivers timely service which meets and often exceeds customer expectations • Responds with a sense of urgency to resolve customer issues
Professional/Specialist	<ul style="list-style-type: none"> • Identifies customers’ needs and requirements • Delivers timely service which meets customer expectations • Identifies and strives to correct customer service problems 	<ul style="list-style-type: none"> • Builds rapport and credibility with customers • Find ways to provide added value and to exceed the customer’s expectations • Responds with a sense of urgency to customer issues • Seeks customer feedback and uses to improve service 	<ul style="list-style-type: none"> • Goes beyond requirements and focuses on making things better for the customer • Proactively monitors customer satisfaction and uses feedback to identify product/service enhancement opportunities • Develops and maintains strong, trusting relationships with customers
Supervisor/Manager	<ul style="list-style-type: none"> • Teaches others what is important to the customer • Takes personal responsibility for service levels • Presents a good image of the company to customers 	<ul style="list-style-type: none"> • Develops organization initiatives to identify and meet customer requirements • Recognizes and rewards people for providing great service • Considers the customer’s perspective when making decisions 	<ul style="list-style-type: none"> • Focuses the organization on building solid relationships with customers through meeting or exceeding their needs • Builds rapport with customers by taking a real interest in them • Makes decisions that balance customer issues with company capabilities
Executive	<ul style="list-style-type: none"> • Focuses the organization on building solid relationships with customers through meeting or exceeding their needs • Builds rapport with customers by taking a real interest in them • Makes decisions that balance customer issues with company capabilities 	<ul style="list-style-type: none"> • Drives the organization to create strong, mutually beneficial relationships with their customers by providing exemplary service • Wins the trust of the customers through ones’ actions • Creates clear criteria to measure customer satisfaction; focuses organization on improvement 	<ul style="list-style-type: none"> • Creates an environment where “best in class” service is the norm • Raises the external perception of the organization and brand by raising their profile • Finds ways, e.g. new processes, approaches, products, to further leverage and strengthen the ties to the customer.

33. Personal Credibility

Definition: Demonstrated concern that one be perceived as responsible, reliable, and trustworthy.

Behaviors

- a. Does what he/she commits to doing
- b. Respects the confidentiality of information or concerns shared by others
- c. Is honest and forthright with people
- d. Carries his/her fair share of the work load
- e. Take responsibility for own mistakes; does not blame others
- f. Conveys a command of the relevant facts and information

	Basic	Skilled	Expert
Professional/ Specialist	<ul style="list-style-type: none"> • At times is dependable; doesn't always deliver on commitments • Usually respects the confidentiality of information; does not always keep concerns shared by others private • Usually forthright and honest with people • Sometimes carries his/her fair share of the workload • Occasionally admits to mistakes, but often has excuses or tends to blame others • Knowledgeable of the facts and information 	<ul style="list-style-type: none"> • Dependable; delivers on commitments • Respects the confidentiality of information; usually keeps personal conversations with others private • Forthright and honest with people • Carries his/her fair share of the workload • Admits to mistakes and takes responsibility; never blames others • Conveys a command of the relevant facts and information 	<ul style="list-style-type: none"> • Consistently reliable and dependable based upon a long track record; always delivers on commitments • Always trustworthy and maintains the confidentiality of information; has a track record of keeping personal conversations with others in strict privacy • Has a long track record of being extremely truthful; forthright, and honest • Exceeds his/her fair share of the workload; takes on additional work • Always admits to mistakes and takes full responsibility; views as a learning experience • Thorough knowledge and command of all the relevant facts and information in all situations
Supervisor/ Manager	<ul style="list-style-type: none"> • At times is dependable; doesn't always deliver on commitments • Usually respects the confidentiality of information; does not always keep concerns shared by others private • Usually forthright and honest with people • Sometimes carries his/her fair share of the workload • Occasionally admits to mistakes, but often has excuses or tends to blame others • Knowledgeable of the facts and information 	<ul style="list-style-type: none"> • Dependable; delivers on commitments • Respects the confidentiality of information; usually keeps personal conversations with others private • Forthright and honest with people • Carries his/her fair share of the workload • Admits to mistakes and takes responsibility; never blames others • Conveys a command of the relevant facts and information 	<ul style="list-style-type: none"> • Consistently reliable and dependable based upon a long track record; always delivers on commitments • Always trustworthy and maintains the confidentiality of information; has a track record of keeping personal conversations with others in strict privacy • Is known for being extremely truthful; forthright, and honest • Exceeds his/her fair share of the workload; takes on additional work • Always admits to mistakes and takes full responsibility; views as a learning experience • Thorough knowledge and command of all the relevant facts and information in all situations
Director/ Executive	<ul style="list-style-type: none"> • Dependable; delivers on commitments • Respects the confidentiality of information; usually keeps personal conversations with others private • Forthright and honest with people • Carries his/her fair share of the workload • Admits to mistakes and takes responsibility; never blames others • Conveys a command of the relevant facts and information 	<ul style="list-style-type: none"> • Consistently reliable and dependable; always delivers on commitments • Always trustworthy and maintains the confidentiality of information; keeps personal conversations with others in strict privacy • Is known for being truthful, forthright, and honest • Exceeds his/her fair share of the workload; takes on additional work • Always admits to mistakes and takes full responsibility; views as a learning experience • Thorough knowledge and command of all the relevant facts and information in situations 	<ul style="list-style-type: none"> • Is a role model for being consistently reliable and dependable based upon a long track record; always delivers on commitments • Is a role model for always being trustworthy and maintaining the confidentiality of information; has a track record of keeping personal conversations with others in strict privacy • Has a long history and is known for being extremely truthful; forthright, and honest • Has a long history of always exceeding his/her fair share of the workload; takes on additional work • Creates a culture to always admit to mistakes and take full responsibility; coaches others to use mistakes a learning experience • Creates an environment in the organization where others are expected to have a thorough knowledge and command of all the relevant facts and information in all situations

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