



JOB COMPETENCY PROFILE

Sample Report

Summary and Recommendations Based on Virtual Resource Panel

Management Level Jobs

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Note: The Job Competency Profile process and report includes an intellectual property license for Workitect's Competency Dictionary.

INTRODUCTION

This report provides a summary and recommendations based on data about the job, obtained through an on-line, web-based virtual resource panel. In a virtual resource panel, a set of persons knowledgeable about a job complete an on-line survey containing both open-ended questions and questions requiring ratings. The questions address the following topics:

- Respondents' conceptualization of the three most important responsibilities for the job
- Percentage weighting about the importance of each main responsibility
- For each main responsibility mentioned:
 - Key tasks
 - Performance criteria and measures
- Technical skills and knowledge needed
- Trends in technology, the industry, and the organization that may affect the job and implications of these trends for the job
- Ratings of the importance of 31 generic competencies
- Additional skills and knowledge needed
- Most challenging aspects of the job

The purpose of the Virtual Resource Panel is to help develop a data-based competency model for the job, based on careful thought by persons within the organization who are knowledgeable about the job. The non-technical competencies through this process are drawn from a "competency dictionary developed by Workitect consultants, based on extensive experience developing competency models for a wide variety of jobs for managers and individual contributors.

This summary report is based on an analysis of the data provided by respondents in the Virtual Resource Panel.¹ This summary report identifies key themes in the data, presents importance ratings for 31 generic competencies, links the main responsibilities to the generic competencies, and recommends which of the generic competencies should be included in the competency model for the job.

¹ The complete data, including all individual responses, are provided in a separate Survey Data Tabulation Report, provided in a Microsoft Excel file.

HOW TO USE THIS REPORT

We recommend that internal company staff responsible for developing the competency model review this report, along with the accompanying Survey Data Tabulation Report. It may be useful to involve two or three participants from the Virtual Resource Panel. This group can determine what, if any, modifications and additions to the recommended competency model may be desirable. The group can also discuss and decide on the most useful format(s) for presenting the competency model to audiences within the organization.

THE VIRTUAL RESOURCE PANEL RESPONDENTS

There were 12 respondents, including 9 job holders, 2 managers of job holders, and 1 HR or learning and development specialist.

MAIN RESPONSIBILITIES FOR THE JOB

Individual respondents have different ways of conceptualizing and categorizing the main responsibilities for a job. A review of all responses to the questions about the three main responsibilities revealed the following major themes:

- **Managing the Business**
 - Productivity
 - Profitability
 - Quality
 - Safety
 - Customer Satisfaction
- **Leadership**
 - Building an effective team
 - Ensure that operations reflect company's values
 - Communicating company vision and direction
 - Setting direction
 - Creating a positive, productive work environment
- **Managing people**
 - Developing staff
 - Coaching and mentoring
 - Managing direct reports
- **Strategic Planning**

PERFORMANCE CRITERIA AND MEASURES

The following themes were apparent:

- Performance against facility goals and metrics for profitability, productivity, safety, quality
- Customer satisfaction measures
- Feedback from staff (e.g., ARR)
- Completion of mid-year and annual reviews
- Development of promotable managers

TECHNICAL SKILL REQUIREMENTS

The following themes were apparent:

- Knowledge of operational processes used in distribution and warehousing
- Knowledge of all systems used in operations (e.g., WMS)
- Business acumen and knowledge of financial concepts

TRENDS IN TECHNOLOGY, INDUSTRY, AND THE COMPANY

| Trend | Implication for Job |
|---|---|
| New technology and systems for managing distribution more effectively | Understanding of web-based and IT systems will become more valuable. Ability to drive change. |
| <i>No other themes were noted.</i> | |

AVERAGE IMPORTANCE RATINGS FOR GENERIC COMPETENCIES

| # | Competency | Average Importance Rating |
|----|--------------------------------------|---------------------------|
| 1 | ESTABLISHING FOCUS | 4.78 |
| 2 | PROVIDING MOTIVATIONAL SUPPORT | 4.44 |
| 3 | FOSTERING TEAMWORK | 4.56 |
| 4 | EMPOWERING OTHERS | 4.44 |
| 5 | MANAGING CHANGE | 4.33 |
| 6 | DEVELOPING OTHERS | 4.00 |
| 7 | MANAGING PERFORMANCE | 4.00 |
| 8 | ATTENTION TO COMMUNICATION | 4.44 |
| 9 | ORAL COMMUNICATION | 3.78 |
| 10 | WRITTEN COMMUNICATION | 3.67 |
| 11 | PERSUASIVE COMMUNICATION | 3.78 |
| 12 | INTERPERSONAL AWARENESS | 3.89 |
| 13 | INFLUENCING OTHERS | 4.00 |
| 14 | BUILDING COLLABORATIVE RELATIONSHIPS | 4.00 |
| 15 | CUSTOMER ORIENTATION | 4.33 |
| 16 | DIAGNOSTIC INFORMATION GATHERING | 3.78 |
| 17 | ANALYTICAL THINKING | 4.00 |
| 18 | FORWARD THINKING | 4.44 |
| 19 | CONCEPTUAL THINKING | 3.78 |
| 20 | STRATEGIC THINKING | 3.78 |
| 21 | TECHNICAL EXPERTISE | 3.22 |
| 22 | INITIATIVE | 4.11 |
| 23 | ENTREPRENEURIAL ORIENTATION | 3.67 |
| 24 | FOSTERING INNOVATION | 3.67 |
| 25 | RESULTS ORIENTATION | 4.33 |
| 26 | THOROUGHNESS | 3.89 |
| 27 | DECISIVENESS | 4.33 |
| 28 | SELF CONFIDENCE | 4.33 |
| 29 | STRESS MANAGEMENT | 4.33 |
| 30 | PERSONAL CREDIBILITY | 4.67 |
| 31 | FLEXIBILITY | 4.11 |

GENERIC COMPETENCIES RANKED BY IMPORTANCE RATING

| # | Competency | Average Importance Rating |
|----|--------------------------------------|---------------------------|
| 1 | ESTABLISHING FOCUS | 4.78 |
| 30 | PERSONAL CREDIBILITY | 4.67 |
| 3 | FOSTERING TEAMWORK | 4.56 |
| 2 | PROVIDING MOTIVATIONAL SUPPORT | 4.44 |
| 4 | EMPOWERING OTHERS | 4.44 |
| 8 | ATTENTION TO COMMUNICATION | 4.44 |
| 18 | FORWARD THINKING | 4.44 |
| 5 | MANAGING CHANGE | 4.33 |
| 15 | CUSTOMER ORIENTATION | 4.33 |
| 25 | RESULTS ORIENTATION | 4.33 |
| 27 | DECISIVENESS | 4.33 |
| 28 | SELF CONFIDENCE | 4.33 |
| 29 | STRESS MANAGEMENT | 4.33 |
| 22 | INITIATIVE | 4.11 |
| 31 | FLEXIBILITY | 4.11 |
| 6 | DEVELOPING OTHERS | 4.00 |
| 7 | MANAGING PERFORMANCE | 4.00 |
| 13 | INFLUENCING OTHERS | 4.00 |
| 14 | BUILDING COLLABORATIVE RELATIONSHIPS | 4.00 |
| 17 | ANALYTICAL THINKING | 4.00 |
| 12 | INTERPERSONAL AWARENESS | 3.89 |
| 26 | THOROUGHNESS | 3.89 |
| 9 | ORAL COMMUNICATION | 3.78 |
| 11 | PERSUASIVE COMMUNICATION | 3.78 |
| 16 | DIAGNOSTIC INFORMATION GATHERING | 3.78 |
| 19 | CONCEPTUAL THINKING | 3.78 |
| 20 | STRATEGIC THINKING | 3.78 |
| 10 | WRITTEN COMMUNICATION | 3.67 |
| 23 | ENTREPRENEURIAL ORIENTATION | 3.67 |
| 24 | FOSTERING INNOVATION | 3.67 |
| 21 | TECHNICAL EXPERTISE | 3.22 |

RELATIONSHIP OF MAIN RESPONSIBILITIES TO GENERIC COMPETENCIES

Note: X indicates a relationship between the competency and the main responsibility; XX indicates a strong relationship. Competencies with a star before their name are recommended for inclusion in the competency model.

| # | Competency | Average Importance Rating | Main Responsibilities | | | |
|----|---------------------------------|---------------------------|-----------------------|------------|-----------------|--------------------|
| | | | Managing the Business | Leadership | Managing People | Strategic Planning |
| 1 | *ESTABLISHING FOCUS | 4.78 | XX | XX | | X |
| 30 | *PERSONAL CREDIBILITY | 4.67 | XX | XX | X | |
| 3 | *FOSTERING TEAMWORK | 4.56 | | XX | X | |
| 2 | *PROVIDING MOTIVATIONAL SUPPORT | 4.44 | | XX | XX | |
| 4 | *EMPOWERING OTHERS | 4.44 | | XX | XX | |
| 8 | *ATTENTION TO COMMUNICATION | 4.44 | XX | XX | X | |
| 18 | *FORWARD THINKING | 4.44 | X | X | | XX |
| 5 | *MANAGING CHANGE | 4.33 | X | XX | | |
| 15 | *CUSTOMER ORIENTATION | 4.33 | XX | XX | | |
| 25 | *RESULTS ORIENTATION | 4.33 | XX | XX | | X |
| 27 | *DECISIVENESS | 4.33 | XX | XX | | |
| 28 | SELF CONFIDENCE | 4.33 | XX | XX | | |
| 29 | STRESS MANAGEMENT | 4.33 | XX | | | |
| 22 | INITIATIVE | 4.11 | XX | XX | | |
| 31 | FLEXIBILITY | 4.11 | X | X | | |
| 6 | *DEVELOPING OTHERS | 4.00 | | X | XX | |
| 7 | MANAGING PERFORMANCE | 4.00 | X | | XX | |

| # | Competency | Average Importance Rating | Main Responsibilities | | | |
|----|--------------------------------------|---------------------------|-----------------------|------------|-----------------|--------------------|
| | | | Managing the Business | Leadership | Managing People | Strategic Planning |
| 13 | *INFLUENCING OTHERS | 4.00 | | XX | XX | |
| 14 | BUILDING COLLABORATIVE RELATIONSHIPS | 4.00 | X | X | | |
| 17 | ANALYTICAL THINKING | 4.00 | XX | | | X |
| 12 | INTERPERSONAL AWARENESS | 3.89 | | XX | XX | |
| 26 | THOROUGHNESS | 3.89 | XX | | | |
| 9 | ORAL COMMUNICATION | 3.78 | | X | X | |
| 11 | PERSUASIVE COMMUNICATION | 3.78 | | XX | X | |
| 16 | DIAGNOSTIC INFORMATION GATHERING | 3.78 | XX | | | X |
| 19 | CONCEPTUAL THINKING | 3.78 | | X | | X |
| 20 | STRATEGIC THINKING | 3.78 | | | | XX |
| 10 | WRITTEN COMMUNICATION | 3.67 | | | | |
| 23 | ENTREPRENEURIAL ORIENTATION | 3.67 | X | | | |
| 24 | FOSTERING INNOVATION | 3.67 | | X | | |
| 21 | TECHNICAL EXPERTISE | 3.22 | X | | | |

COMPETENCIES RECOMMENDED FOR INCLUSION IN THE COMPETENCY MODEL

In our experience, useful competency models typically contain 10 to 15 competencies. The more complex the job, the greater the number of competencies. The competency model needs to have enough competencies to include what is needed for superior performance of all of the most important responsibilities. But competency models with too many competencies are more difficult to use.

Based on the main responsibilities and the importance ratings for the 31 generic competencies, we recommend the competencies that were starred in the table on the previous two pages. Each of these competencies had a relatively high average importance rating, and each one was strongly linked to at least one of the major responsibilities. These competencies, with their numbers from the generic competency framework, are provided below. You can use the competency numbers to find detailed descriptions of these competencies in the listing of the generic competencies that appears in the last section of this report.

| # | Competency | Average Importance Rating |
|----|---------------------------------|---------------------------|
| 1 | *ESTABLISHING FOCUS | 4.78 |
| 30 | *PERSONAL CREDIBILITY | 4.67 |
| 3 | *FOSTERING TEAMWORK | 4.56 |
| 2 | *PROVIDING MOTIVATIONAL SUPPORT | 4.44 |
| 4 | *EMPOWERING OTHERS | 4.44 |
| 8 | *ATTENTION TO COMMUNICATION | 4.44 |
| 18 | *FORWARD THINKING | 4.44 |
| 5 | *MANAGING CHANGE | 4.33 |
| 15 | *CUSTOMER ORIENTATION | 4.33 |
| 25 | *RESULTS ORIENTATION | 4.33 |
| 27 | *DECISIVENESS | 4.33 |
| 6 | *DEVELOPING OTHERS | 4.00 |
| 13 | *INFLUENCING OTHERS | 4.00 |

The last two competencies on this list were assigned somewhat lower importance ratings by the Virtual Resource Panel members. Developing Others



was included because it corresponds to one of the main responsibilities for the job and because it is critical for the organizational leader to use his/her leadership position to emphasize the importance of staff development and to ensure that it takes place throughout the organization. Competency 13, Influencing Others, is often rated lower than it should be, based on what we know contributes to effectiveness in managers. In every middle and senior management job, we find that the ability to influence others is critically important for achieving business and organizational goals.

MOST CHALLENGING ASPECTS OF THE JOB

One theme was noted:

- Balancing multiple tasks, responsibilities and projects

DEFINITIONS AND BEHAVIORS FOR THE GENERIC COMPETENCIES

A. LEADING OTHERS CLUSTER

1. Establishing Focus

Definition: The ability to develop and communicate goals in support of the organization's mission.

- Acts to align own unit's goals with the strategic direction of the business.
- Ensures that people in the unit understand how their work relates to the business's mission.
- Ensures that everyone understands and identifies with the unit's mission.
- Ensures that the unit develops goals and a plan to help fulfill the business's mission.

2. Providing Motivational Support

Definition: The ability to enhance others' commitment to their work.

- Recognizes and rewards people for their achievements.
- Acknowledges and thanks people for their contributions.
- Expresses pride in the group and encourages people to feel good about their accomplishments.
- Finds creative ways to make people's work rewarding.
- Signals own commitment to a process by being personally present and involved at key events.
- Identifies and promptly tackles morale problems.
- Gives talks or presentations that energize groups.

3. Fostering Teamwork

Definition: As a team member, the ability and desire to work cooperatively with others on a team; as a team leader, the interest, skill, and success to get groups to work together.

Team members demonstrating this competency:

- Listen and respond constructively to other team members' ideas.
- Offer support for others' ideas and proposals.

- Are open with other team members about their concerns.
- Express disagreement constructively (e.g., by emphasizing points of agreement, suggesting alternatives that may be acceptable to the group).
- Reinforce team members for their contributions.
- Give honest and constructive feedback to other team members.
- Provide assistance to others when they need it.
- Work for solutions that all team members can support.
- Share their expertise with others.
- Seek opportunities to work on teams as a way to develop experience and knowledge.
- Provide assistance, information, or other support to others to build or maintain relationships with them.

Team leaders demonstrating this competency:

- Provide opportunities for people to learn to work together as a team.
- Enlist the active participation of everyone.
- Promote cooperation with other work units.
- Ensure that all team members are treated fairly.
- Recognize and encourage the behaviors that contribute to teamwork.

4. Empowering Others

Definition: The ability to convey confidence in employees' ability to be successful, especially at challenging new tasks; sharing significant responsibility and authority; allowing employees freedom to decide how they will accomplish their goals and resolve issues.

- Gives people latitude to make decisions in their own sphere of work.
- Is able to let others make decisions and take charge.
- Encourages individuals and groups to set their own goals, consistent with business goals.
- Expresses confidence in the ability of others to be successful.
- Encourages groups to resolve problems on their own; avoids prescribing a solution.

5. Managing Change

Definition: The ability to demonstrate support for organizational changes needed to improve the organization's effectiveness; initiating, sponsoring, and implementing organizational change; helping others to successfully manage organizational change.

An employee demonstrating this competency:

- Personally develops a new method or approach.
- Proposes new approaches, methods, or technologies.
- Develops better, faster, or less expensive ways to do things.

A manager/leader demonstrating this competency:

- Works cooperatively with others to produce innovative solutions.
- Takes the lead in setting new business directions, partnerships, policies, or procedures.
- Seizes opportunities to influence the future direction of an organizational unit or the overall business.
- Helps employees develop a clear understanding of what they will need to do differently as a result of changes in the organization.
- Implements or supports various change management activities (e.g., communications, education, team development, coaching).
- Establishes structures and processes to plan and manage the orderly implementation of change.
- Helps individuals and groups manage the anxiety associated with significant change.
- Facilitates groups or teams through the problem-solving and creating-thinking processes leading to the development and implementation of new approaches, systems, structures, and methods.

6. Developing Others

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

- Provides helpful, behaviorally specific feedback to others.
- Shares information, advice, and suggestions to help others to be more successful; provides effective coaching.
- Gives people assignments that will help develop their abilities.

- Regularly meets with employees to review their development progress.
- Recognizes and reinforces people's developmental efforts and improvements.
- Expresses confidence in others' ability to be successful.

7. Managing Performance

Definition: The ability to take responsibility for one's own or one's employees' performance by setting clear goals and expectations, tracking progress against the goals, ensuring feedback, and addressing performance problems and issues promptly.

An employee demonstrating this competency:

- With his/her manager, sets specific, measurable goals that are realistic but challenging, with dates for accomplishment.
- With his/her manager, clarifies expectations about what will be done and how.
- Enlists his/her manager's support in obtaining the information, resources, and training needed to accomplish his/her work effectively.
- Promptly notifies his/her manager about any problems that affect his/her ability to accomplish planned goals.
- Seeks performance feedback from his/her manager and from others with whom he/she interacts on the job.
- Prepares a personal development plan with specific goals and a time line for their accomplishment.
- Takes significant action to develop skills needed for effectiveness in current or future job.

A manager/leader demonstrating this competency:

- Ensures that employees have clear goals and responsibilities.
- Works with employees to set and communicate performance standards that are specific and measurable.
- Supports employees in their efforts to achieve job goals (e.g., by providing resources, removing obstacles, acting as a buffer).
- Stays informed about employees' progress and performance through both formal methods (e.g., status reports) and informal methods (e.g., management by walking around).
- Provides specific performance feedback, both positive and corrective, as soon as possible after an event.

- Deals firmly and promptly with performance problems; lets people know what is expected of them and when.

B. COMMUNICATING AND INFLUENCING CLUSTER

8. Attention to Communication

Definition: The ability to ensure that information is passed on to others who should be kept informed.

- Ensures that others involved in a project or effort are kept informed about developments and plans
- Ensures that important information from his/her management is shared with his/her employees and others as appropriate.
- Shares ideas and information with others who might find them useful.
- Uses multiple channels or means to communicate important messages (e.g., memos, newsletters, meetings, electronic mail).
- Keeps his/her manager informed about progress and problems; avoids surprises.
- Ensures that regular, consistent communication takes place.

9. Oral Communication

Definition: The ability to express oneself clearly in conversations and interactions with others.

- Speaks clearly and can be easily understood.
- Tailors the content of speech to the level and experience of the audience.
- Uses appropriate grammar and choice of words in oral speech.
- Organizes ideas clearly in oral speech.
- Expresses ideas concisely in oral speech.
- Maintains eye contact when speaking with others.
- Summarizes or paraphrases his/her understanding of what others have said to verify understanding and prevent miscommunication.

10. Written Communication

Definition: The ability to express oneself clearly in business writing.

- Expresses ideas clearly and concisely in writing.

- Organizes written ideas clearly and signals the organization to the reader (e.g., through an introductory paragraph or through use of headings).
- Tailors written communications to effectively reach an audience.
- Uses graphics and other aids to clarify complex or technical information.
- Speaks correctly.
- Writes using concrete, specific language.
- Uses punctuation correctly.
- Writes grammatically.
- Uses an appropriate business writing style.

11. Persuasive Communication

Definition: The ability to plan and deliver oral and written communications that make an impact and persuade their intended audiences.

- Identifies and presents information or data that will have a strong effect on others.
- Selects language and examples tailored to the level and experience of the audience.
- Selects stories, analogies, or examples to illustrate a point.
- Creates graphics, overheads, or slides that display information clearly and with high impact.
- Presents several different arguments in support of a position.

12. Interpersonal Awareness

Definition: The ability to notice, interpret, and anticipate others' concerns and feelings, and to communicate this awareness empathetically to others.

- Understands the interests and important concerns of others.
- Notices and accurately interprets what others are feeling, based on their choice of words, tone of voice, expressions, and other nonverbal behavior.
- Anticipates how others will react to a situation.
- Listens attentively to people's ideas and concerns.
- Understands both the strengths and weaknesses of others.
- Understands the unspoken meaning in a situation.
- Says or does things to address others' concerns.

- Finds non-threatening ways to approach others about sensitive issues.
- Makes others feel comfortable by responding in ways that convey interest in what they have to say.

13. Influencing Others

Definition: The ability to gain others' support for ideas, proposals, projects, and solutions.

- Presents arguments that address others' most important concerns and issues and looks for win-win solutions.
- Involves others in a process or decision to ensure their support.
- Offers trade-offs or exchanges to get commitment.
- Identifies and proposes solutions that benefit all parties involved in a situation.
- Enlists experts or third parties to influence others.
- Develops other indirect strategies to influence others.
- Knows when to escalate issues to own or others' management, if own efforts to enlist support have not succeeded.
- Structures situations (e.g., the setting, persons present, sequence of events) to create a desired impact and to maximize the chances of a favorable outcome.
- Works to make a particular impression on others.
- Identifies and targets influence efforts at the real decision makers and those who can influence them.
- Seeks out and builds relationships with others who can provide information, intelligence, career support, potential business, and other forms of help.
- Accurately anticipates the implications of events or decisions for various stakeholders in the organization and plans strategy accordingly.

14. Building Collaborative Relationships

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

- Takes a personal interest in others (e.g., by asking about their concerns, interests, family, friends, hobbies) to develop relationships.

- Shows interest in what others have to say; acknowledges their perspectives and ideas.
- Recognizes the business concerns and perspectives of others.
- Expresses gratitude and appreciation to others who have provided information, assistance, or support.
- Takes time to get to know coworkers, to build rapport and establish a common bond.
- Tries to build relationships with people whose assistance, cooperation, and support may be needed.
- Provides assistance, information, and support to others to build a basis for future reciprocity.

15. Customer Orientation

Definition: The ability to demonstrate concern for satisfying one's external and/or internal customers.

- Demonstrates a sense of urgency in responding to customers' concerns.
- Quickly and effectively solves customer problems.
- Talks to customers (internal or external) to find out what they want and how satisfied they are with what they are getting.
- Lets customers know he/she is willing to work with them to meet their needs.
- Finds ways to measure and track customer satisfaction.
- Demonstrates a positive, professional manner with customers.

C. PREVENTING AND SOLVING PROBLEMS CLUSTER

16. Diagnostic Information Gathering

Definition: The ability to identify the information needed to clarify a situation, seek that information from appropriate sources, and use skillful questioning to draw out the information when others are reluctant to disclose it.

- Identifies the specific information needed to clarify a situation or to make a decision.
- Gets more complete and accurate information by checking multiple sources.

- Probes skillfully to get at the facts, when others are reluctant to provide full, detailed information.
- Routinely walks around to see how people are doing and to hear about any problems they are encountering.
- Questions others to assess whether they have thought through a plan of action.
- Questions others to assess their confidence in solving a problem or tackling a situation.
- Asks questions to clarify a situation.
- Seeks the perspective of everyone involved in a situation.
- Seeks out knowledgeable people to obtain information or clarify a problem.

17. Analytical Thinking

Definition: The ability to tackle a problem by using a logical, systematic, sequential approach.

- Approaches a complex task or problem by breaking it down into its component parts and considering each part in detail.
- 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.
- Weighs the costs, benefits, risks and chances for success when making a decision.
- Identifies many possible causes for a problem.
- Carefully weighs the priority of things to be done.

18. Forward Thinking

Definition: The ability to anticipate the implications and consequences of situations and take appropriate action to be prepared for possible contingencies.

- Anticipates possible problems and develops contingency plans in advance.
- Notices trends in the industry or marketplace and develops plans to prepare for opportunities or problems.
- Anticipate the consequences of situations and plans accordingly.

- Anticipates how individuals and groups will react to situations and information and plans accordingly.

19. Conceptual Thinking

Definition: The ability to find effective solutions by taking a holistic, abstract or theoretical perspective.

- Notices similarities between different and apparently unrelated situations.
- Quickly identifies the central or underlying issues in a complex situation.
- Creates a graphic diagram showing a systems view of a situation.
- Develops analogies or metaphors to explain a situation.
- Applies a theoretical framework to understand a specific situation.

20. Strategic Thinking

Definition: The ability to analyze the organization's competitive position by considering market and industry trends, existing and potential customers (internal and/or external), and strengths and weaknesses as compared to competitors.

- Understands the organization's strengths and weaknesses as compared to competitors.
- Understands industry and market trends affecting the organization's competitiveness.
- Has an in-depth understanding of competitive products and services within the marketplace.
- Develops and proposes a long-term (3-5) year strategy for the organization based on an analysis of the industry and marketplace and the organization's current and potential capabilities as compared to competitors.

21. Technical Expertise

Definition: The ability to demonstrate depth of knowledge and skill in a technical area.

- Effectively applies technical knowledge to solve a range of problems.
- Possesses in-depth knowledge and skill in a technical area.
- Develops technical solutions to new or highly complex problems that cannot be solved using existing methods or approaches.

- Is sought out as an expert to provide advice or solutions in his/her technical area.
- Keeps informed about cutting-edge technology in his/her technical area.

D. ACHIEVING RESULTS CLUSTER

22. Initiative

Definition: Taking action on one's own, to address a business or organizational problem or need.

- Identifies what needs to be done and takes action before being asked or before the situation requires it.
- Does more than what is normally required in a situation.
- Seeks out others involved in a situation to learn their perspectives.
- Intervenes in a situation or takes independent if a project or situation is moving in an unproductive direction.

23. Entrepreneurial Orientation

Definition: The ability to look for and seize profitable business opportunities; willingness to take calculated risks to achieve business goals.

- Notices and acts on profitable business opportunities.
- Stays abreast of business, industry and market information that may reveal business opportunities.
- Demonstrates willingness to take calculated risks to achieve business goals.
- Proposes innovative business deals to potential customers, suppliers, and business partners.
- Encourages and supports entrepreneurial behavior in others.

24. Fostering Innovation

Definition: Personally develops a new product or service.

- Personally develops a new method or approach.
- Sponsors the development of new products, services, methods, or procedures.
- Proposes new approaches, methods, or technologies.

- Develops better, faster, or less expensive ways to do things.
- Works cooperatively with others to produce innovative solutions.

25. Results Orientation

Definition: The ability to focus on the desired result of one's own or ones' unit's work; setting challenging goals, focusing effort on the goals, and meeting or exceeding them.

An employee demonstrating this competency:

- Develops challenging but achievable goals.
- Develops clear goals for meetings and projects.
- Maintains commitment to goals in the face of obstacles and frustrations.
- Finds or creates ways to measure performance against goals.
- Exerts unusual effort over time to achieve a goal.
- Has a strong sense of urgency about solving problems and getting work done.

A manager or leader demonstrating this competency also:

- Provides or facilitates agreement on a challenging but achievable set of goals for the work unit.
- Ensures that team members understand the group's goals.
- Ensures that team members focus their efforts on the work unit's highest priority goal.
- Provides assistance or organizational support, as needed, to help the work unit achieve its goals.

26. Thoroughness

Definition: Ensuring that one's own and others' work and information are complete and accurate; carefully preparing for meetings and presentations; following up with others to ensure that agreements and commitments have been fulfilled.

- Sets up procedures to ensure high quality of work (e.g., review meetings).
- Monitors the quality of work.
- Verifies information.
- Checks the accuracy of own and others' work.

- Develops and uses systems to organize and keep track of information or work progress.
- Carefully prepares for meetings and presentations.
- Organizes information or materials for others.
- Carefully reviews and checks the accuracy of information in work reports (e.g., production, sales, financial performance) provided by management, management information systems, or other individuals and groups.

27. Decisiveness

Definition: The ability to make decisions in a timely manner.

- Is willing to make decision in difficult or ambiguous situations, when time is critical.
- Takes charge of a group when it is necessary to facility change, overcome an impasse, face issues, or ensure that decisions are made.
- Makes tough decisions (e.g., closing a facility, reducing staff, accepting or rejecting a high-stakes deal).

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28. Self Confidence

Definition: Faith in one's own ideas and capability to be successful; willingness to take an independent position in the face of opposition.

- Is confident of own ability to accomplish goals.
- Presents self crisply and impressively.
- Is willing to speak up to the right person or group at the right time, when he/she disagrees with a decision or strategy.
- Approaches challenging situations with a "can-do" attitude.

29. Stress Management

Definition: The ability to keep functioning effectively when under pressure and to maintain self control in the face of hostility or provocation.

- Remains calm under stress.
- Can effectively handle several problems or tasks at once.
- Controls his/her response when criticized, attacked or provoked.

- Maintains a sense of humor under difficult circumstances.
- Manages own behavior to prevent or reduce feelings of stress.

30. Personal Credibility

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

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

31. Flexibility

Definition: Being open to different and new ways of doing things; willingness to modify one's preferred way of doing things.

- Is able to see the merits of perspectives other than his/her own.
- Demonstrates openness to new organizational structures, procedures, and technology.
- Switches to a different strategy when an initially selected one is unsuccessful.
- Demonstrates willingness to modify a strongly held position in the face of contrary evidence.