



## Strategic Skill

Competency	Skilled Behaviors
<b>Strategic Agility</b>	<ul style="list-style-type: none"> <li>• Sees ahead clearly</li> <li>• Can anticipate future consequences and trends accurately</li> <li>• Has broad knowledge and perspective</li> <li>• Is future oriented</li> <li>• Can articulately paint credible pictures and visions of possibilities and likelihoods</li> <li>• Can create competitive and breakthrough strategies and plans</li> </ul>

## Operating Skill

Competency	Skilled Behaviors
<b>Developing Direct Reports and Others</b>	<ul style="list-style-type: none"> <li>• Provides challenging and stretching tasks and assignments</li> <li>• Holds frequent development discussions</li> <li>• Is aware of each person's career goals</li> <li>• Constructs compelling development plans and executes them</li> <li>• Pushes people to accept developmental moves</li> <li>• Will take on those who need help and further development</li> <li>• Cooperates with the developmental system in the organization</li> <li>• Is a people builder</li> </ul>

## Courage

Competency	Skilled Behaviors
<b>Managerial Courage</b>	<ul style="list-style-type: none"> <li>• Doesn't hold back anything that needs to be said; can readily deliver difficult messages appropriately and effectively</li> <li>• Provides current, direct, complete, and "actionable" positive and corrective feedback to others</li> <li>• Demonstrates transparency regarding own perspective or disposition on challenging or controversial topics even if unpopular</li> <li>• Faces up to people problems on any person or situation (not including direct reports) quickly and directly</li> <li>• Is not afraid to take negative action when necessary</li> </ul>

## Energy and Drive

Competency	Skilled Behaviors
<b>Drive for Results</b>	<ul style="list-style-type: none"> <li>• Can be counted on to exceed goals successfully</li> <li>• Is constantly and consistently one of the top performers</li> <li>• Is very bottom-line oriented</li> <li>• Steadfastly pushes self and others for results in a manner that compels others to want the results rather than alienate them</li> <li>• Demonstrates understanding that the mission is the reason for driving results</li> </ul>



## Personal and Interpersonal Skills

Competency	Skilled Behaviors
<b>Customer Focus</b>	<ul style="list-style-type: none"> <li>• Is dedicated to meeting the expectations and requirements of internal and external customers</li> <li>• Gets first-hand customer information and uses it for improvements in products and services</li> <li>• Acts with customers in mind</li> <li>• Establishes and maintains effective relationships with customers and gains their trust and respect</li> <li>• Reminds self and others consistently of the department’s customer service perspective</li> </ul>
<b>Managing Vision and Purpose</b>	<ul style="list-style-type: none"> <li>• Communicates a compelling and inspired vision or sense of core purpose</li> <li>• Talks beyond today</li> <li>• Talks about possibilities</li> <li>• Is optimistic</li> <li>• Creates mileposts and symbols to rally support behind the vision</li> <li>• Makes the vision shareable by everyone</li> <li>• Can inspire and motivate entire units or organizations</li> <li>• Is mission driven</li> </ul>
<b>Integrity and Trust</b>	<ul style="list-style-type: none"> <li>• Is widely trusted</li> <li>• Is seen as a direct, truthful individual</li> <li>• Can present the unvarnished truth in an appropriate and helpful manner</li> <li>• Keeps confidences</li> <li>• Admits mistakes</li> <li>• Doesn’t misrepresent him/herself for personal gain</li> </ul>
<b>Composure</b>	<ul style="list-style-type: none"> <li>• Is cool under pressure</li> <li>• Does not become defensive or irritated when times are tough</li> <li>• Is considered mature</li> <li>• Can be counted on to hold things together during tough times</li> <li>• Can handle stress</li> <li>• Is not knocked off balance by the unexpected</li> <li>• Doesn’t show frustration when resisted or blocked</li> <li>• Is a settling influence in a crisis</li> </ul>
<b>Personal Learning</b>	<ul style="list-style-type: none"> <li>• Picks up on the need to change personal, interpersonal, and managerial behavior quickly</li> <li>• Watches others for their reactions to his/her attempts to influence and perform, and adjusts</li> <li>• Seeks feedback</li> <li>• Is sensitive to changing personal demands and requirements and changes accordingly</li> </ul>