

Appendix

The AMA Management Development Competency Model

Knowing and Managing Yourself

Emotional Intelligence/Self-Awareness

Analyzing and recognizing one’s own strengths and weaknesses, attitudes, and feelings; maintaining a clear, realistic understanding of one’s goals, capabilities, and limitations; seeking feedback about one’s effectiveness and making changes in response to it; being attuned to one’s inner feelings, recognizing how these feelings affect one’s behavior and job performance, and expressing one’s feelings and reactions appropriately.

<i>Illustrative Behaviors</i>	<i>Individual Professional</i>	<i>First-Level Manager</i>	<i>Mid-Level (Manager of Managers)</i>	<i>Functional Manager</i>
1. Proactively solicits both positive and constructive feedback on his or her performance.	X	X	X	X
2. Adjusts his or her behavior in response to feedback.	X	X	X	X
3. Recognizes feelings and concerns heard in conversation to address the other person’s expressed and underlying needs.	X	X	X	X
4. Understands his or her personal preferences for making decisions, solving problems, and working with others; recognizes when his or her preferred style may not be the most effective approach given the situation.	X	X	X	X
5. Asks questions that create an atmosphere in which the other person feels comfortable discussing the situation and sharing concerns.	X	X	X	X
6. Expresses his or her feelings and reactions in a calm, clear manner.	X	X	X	X
7. Communicates tactfully even when others are unhappy or confused.	X	X	X	X
8. Coaches others on the importance of self-awareness and how to become more self-aware.		X	X	X

A PDF file of the AMA Management Development Competency Model, as well as other information about the book, is available at:
www.amacombooks.org/go/AMAGuideMgmtDevelop

Self-Confidence

Acting on the basis of one’s convictions rather than trying to please others; being confident in oneself; having a healthy sense of one’s capabilities without being arrogant.

<i>Illustrative Behaviors</i>	<i>Individual Professional</i>	<i>First-Level Manager</i>	<i>Mid-Level (Manager of Managers)</i>	<i>Functional Manager</i>
1. Clearly and appropriately states his or her opinions and perspectives, even if others disagree.	X	X	X	X
2. Exhibits confidence and conviction when presenting his or her ideas and perspectives, both verbally and in writing.	X	X	X	X
3. Demonstrates a willingness to take on challenging new projects or assignments.	X	X	X	X
4. Quickly and candidly informs others when he or she cannot fulfill a request, and the reason for it, and problem-solves an alternative.	X	X	X	X
5. Admits when he or she is wrong or someone else has a better solution and is willing to change direction or reorient his or her actions as necessary.	X	X	X	X
6. Demonstrates confidence that his or her plans and decisions will be successful.	X	X	X	X
7. Is willing to delegate tasks or assignments that team members may be able to perform better than him- or herself.		X	X	X
8. Takes responsibility for making difficult or unpopular decisions.		X	X	X

Self-Development

Seeking feedback about one’s strengths and weaknesses; initiating activities to increase or enhance one’s knowledge, skills, and competence in order to perform more effectively or enhance one’s career; learning new information or ideas and applying them effectively; keeping up to date in one’s knowledge and skills; and learning from successes and failures.

<i>Illustrative Behaviors</i>	<i>Individual Professional</i>	<i>First-Level Manager</i>	<i>Mid-Level (Manager of Managers)</i>	<i>Functional Manager</i>
1. Routinely asks for feedback on his or her performance and uses both positive and negative feedback to enhance performance.	X	X	X	X
2. Receives feedback in a constructive manner.	X	X	X	X
3. Probes for concrete examples and suggestions to improve his or her own performance.	X	X	X	X
4. Consults relevant sources (e.g., appraisals, reports, videos, customer feedback) to get insight into his or her own performance.	X	X	X	X
5. Is self-critical; can name both strong and weak points about him- or herself.	X	X	X	X
6. Learns from both successes and failures.	X	X	X	X
7. Initiates project debriefs to clarify learnings—both what worked well and what could be done more effectively in the future.	X	X	X	X
8. Seeks both formal and informal development opportunities.	X	X	X	X
9. Demonstrates a desire to perform above and beyond the requirements of his or her position (e.g., enthusiastically takes on tasks outside of daily responsibilities to learn and grow).		X	X	X
10. Coaches others to focus on self-development.		X	X	X
11. Builds a culture that encourages learning and continuous improvement.				X

Building Trust and Personal Accountability

Keeping promises and honoring commitments; accepting responsibility for one’s actions; being honest and truthful when communicating information; behaving in a way that is consistent with espoused values; and assuming responsibility for dealing with problems, crises, or issues.

<i>Illustrative Behaviors</i>	<i>Individual Professional</i>	<i>First-Level Manager</i>	<i>Mid-Level (Manager of Managers)</i>	<i>Functional Manager</i>
1. Admits when he or she does not know an answer and takes the necessary measures to locate required information.	X	X	X	X
2. Treats confidential information with respect and integrity.	X	X	X	X
3. Takes the initiative to provide all relevant information, even when communicating about a problem, mistake, or other difficult situation (e.g., is clear and direct).	X	X	X	X
4. Accepts responsibility for mistakes and failures and learns from them (e.g., does not “point fingers”).	X	X	X	X
5. Keeps promises and honors commitments.	X	X	X	X
6. Demonstrates consistency between his or her words and actions.	X	X	X	X
7. Backs up and supports team members in difficult situations.	X	X	X	X
8. Handles work-related problems and issues in a confident and decisive manner.	X	X	X	X
9. Is willing to hold tough discussions with others about taking responsibility for their own actions and decisions.		X	X	X
10. Sets an example by behaving in a way that is consistent with the organization’s values and principles.		X	X	X
11. Asks open-ended, nonevaluative questions about work-related problems to encourage people to respond and provide a more complete picture of the situation.		X	X	X

Resilience and Stress Tolerance

Continuing to perform effectively when faced with time pressures, adversity, disappointment, or opposition; remaining focused, composed, and optimistic; bouncing back from failures or disappointments.

<i>Illustrative Behaviors</i>	<i>Individual Professional</i>	<i>First-Level Manager</i>	<i>Mid-Level (Manager of Managers)</i>	<i>Functional Manager</i>
1. Projects credibility and poise under difficult or adverse conditions.	X	X	X	X
2. Maintains progress (while maintaining quality) when handling multiple tasks and projects, even under stressful situations or when faced with competing deadlines.	X	X	X	X
3. Is patient, tenacious, and resourceful when seeking information to satisfy a request or complete a project.	X	X	X	X
4. Sees issues and problems through to completion.	X	X	X	X
5. Handles contacts with internal and external customers with a high degree of professionalism (e.g., maintains a calm disposition even when others are upset, does not convey impatience or annoyance).	X	X	X	X
6. Treats all people with respect and equity, even when under pressure.	X	X	X	X
7. Finds ways to overcome or eliminate barriers that are hindering achievement of his or her goals.	X	X	X	X
8. Views failures and mistakes as an opportunity to learn.	X	X	X	X
9. Quickly responds to unforeseen changes in the business.		X	X	X
10. Keeps team members calm and focused in uncertain or complicated situations.		X	X	X

Action Orientation

Maintaining a sense of urgency to complete a task; seeking information rather than waiting for it; making decisions in a timely manner regardless of pressure or uncertainty; making decisions quickly when called upon to do so; acting decisively to implement solutions and resolve crises; not procrastinating; being tough and assertive when necessary while showing respect and positive regard for others.

<i>Illustrative Behaviors</i>	<i>Individual Professional</i>	<i>First-Level Manager</i>	<i>Mid-Level (Manager of Managers)</i>	<i>Functional Manager</i>
1. Makes timely decisions based on the best available information (e.g., is not overcome by “analysis paralysis”).	X	X	X	X
2. Has the confidence to make decisions in uncertain circumstances.	X	X	X	X
3. Balances information gathering and analysis activities with an urgency to take action and “drive it forward.”	X	X	X	X
4. Tackles problems or conflict head-on; does not procrastinate.	X	X	X	X
5. Avoids distraction from less critical activities.	X	X	X	X
6. Clarifies priorities and objectives to swiftly accomplish tasks.	X	X	X	X
7. Takes the initiative to identify and solve work-related problems.	X	X	X	X
8. Coaches others to be decisive.		X	X	X
9. Checks to ensure priorities and objectives are clear among team members.		X	X	X
10. Refocuses team members on the “big picture” when they appear to have lost sight of it.			X	X

Time Management

Allocating time appropriately among people and projects to ensure that both internal and external client needs are met; reprioritizing daily tasks as each day progresses to ensure that newly emerging, urgent issues are resolved while not losing sight of longer-term projects; balancing his or her workload when involved in multiple projects.

<i>Illustrative Behaviors</i>	<i>Individual Professional</i>	<i>First-Level Manager</i>	<i>Mid-Level (Manager of Managers)</i>	<i>Functional Manager</i>
1. Shifts attention quickly to respond to the unexpected and simultaneously make progress on planned activities.	X	X	X	X
2. Understands what is required to get things done and establishes/implements an effective course of action (e.g., establishes appropriate deadlines and meets them).	X	X	X	X
3. Plans each day's work to complete time-sensitive issues before deadlines.	X	X	X	X
4. Takes ownership for delivering results on multiple projects or initiatives.	X	X	X	X
5. Gathers the necessary information to effectively prioritize work (e.g., urgency and importance).	X	X	X	X
6. Prioritizes and organizes a complex workload while maintaining focus and staying on track.	X	X	X	
7. Reallocates his or her time to ensure the completion of his or her own assigned work/responsibilities as well as helping others perform effectively.		X		
8. Establishes and maintains systems and files to help resolve pending issues and problems in a timely manner.	X	X	X	
9. Delegates appropriately to ensure that he or she is focused on longer-term strategic projects.			X	X
10. Reprioritizes work efforts based on changing situations and emerging issues (e.g., is responsive to organizational, systems, and/or market changes).			X	X
11. Effectively balances his or her focus on both strategy and operations to achieve optimal results.				X

Flexibility and Agility

Adjusting one's behavior to new information or changing circumstances; remaining open to new ways of doing things; experimenting with new methods; and working effectively in an unstructured or dynamic environment.

<i>Illustrative Behaviors</i>	<i>Individual Professional</i>	<i>First-Level Manager</i>	<i>Mid-Level (Manager of Managers)</i>	<i>Functional Manager</i>
1. Adapts his or her behavior in response to new information or changing circumstances.	X	X	X	X
2. Is open to new methods, ideas, or approaches.	X	X	X	X
3. Works and collaborates effectively in unstructured or dynamic environments.	X	X	X	X
4. Adjusts the original objective or plan to allow the best possible results.	X	X	X	X
5. Demonstrates a willingness to embrace new systems, processes, technology, and ideas.	X	X	X	X
6. Stays focused and keeps his or her team focused during times of uncertainty or change.		X	X	X
7. Coaches others to be flexible and adapt behavior to various situations.		X	X	X
8. Understands that ambiguity is a normal part of doing business and communicates this to people in the work unit/function.		X	X	X
9. Anticipates changes in the internal and external environment (e.g., organizational, market, products, and systems) and adapts accordingly.			X	X
10. Uses new ideas to reengineer work processes or make changes in how resources are allocated within the function.				X

Critical and Analytical Thinking

Regularly questioning basic assumptions about the work and how it gets done; identifying underlying principles, root causes, or facts by breaking down information or data and drawing conclusions; applying sound reasoning; understanding the complexity of certain issues and crystallizing the components of the issue to make it more manageable; and understanding the implications of data/information.

<i>Illustrative Behaviors</i>	<i>Individual Professional</i>	<i>First-Level Manager</i>	<i>Mid-Level (Manager of Managers)</i>	<i>Functional Manager</i>
1. Challenges established thinking, processes, or protocols with company success in mind.	X	X	X	X
2. Quickly and systematically analyzes the root cause of work-related problems before taking corrective action.	X	X	X	X
3. Recognizes and communicates the implications of data/information.	X	X	X	X
4. Is able to clearly frame a problem, identify and collect the necessary data, and make recommendations for solving the problem.	X	X	X	X
5. Takes complex issues or problems and breaks them down into manageable components.	X	X	X	X
6. Understands how data and recommendations may impact other functions and departments.			X	X
7. Relates problems to one another and to strategic objectives to recognize opportunities for dealing with several related problems at the same time.			X	X

Creative Thinking

Reexamining traditional strategies and practices; proactively looking for new ideas and ways to improve products, services, and work processes; looking at problems and opportunities from a unique perspective; seeing patterns and themes that are not immediately apparent to others; taking time to refine and shape a new idea so it has a higher likelihood of success.

<i>Illustrative Behaviors</i>	<i>Individual Professional</i>	<i>First-Level Manager</i>	<i>Mid-Level (Manager of Managers)</i>	<i>Functional Manager</i>
1. Suggests ways to improve processes and create efficiencies (e.g., is willing to question current approaches in the interest of maximizing efficiency, suggests better ways to do the work).	X	X	X	X
2. Demonstrates creative approaches to solving problems and generates innovative approaches.	X	X	X	X
3. Demonstrates creative approaches to locating and applying information to meet internal and external customer needs.	X	X	X	X
4. Proactively identifies ways to improve current workflow and procedures to better meet internal and external customer needs (e.g., challenges the status quo).	X	X	X	X
5. Recognizes patterns or themes in data/information that may not have been readily apparent (e.g., looks for relationships among issues/problems rather than assume they are distinct and independent).	X	X	X	X
6. Solicits input from others who have unique or vastly different perspectives when shaping an idea or plan.		X	X	X
7. Coaches others to think creatively and encourages brainstorming when solving problems or making decisions.		X	X	X

Knowing and Managing Others

Oral Communication

Conveying ideas and opinions clearly to others; projecting credibility, poise, and confidence even under difficult or adversarial conditions; speaking enthusiastically and using vivid language, examples, or anecdotes to communicate a message; making use of unambiguous language, gestures, and nonverbal communication; considering the needs of the audience and how it is likely to react; talking to people in a way they can understand; listening attentively to others; and using appropriate grammar and vocabulary.

<i>Illustrative Behaviors</i>	<i>Individual Professional</i>	<i>First-Level Manager</i>	<i>Mid-Level (Manager of Managers)</i>	<i>Functional Manager</i>
1. Uses effective listening skills to identify important information in conversations and to engage people (e.g., pays attention to orally communicated facts and details, discerns and responds to the feelings and underlying messages of others, paraphrases, asks relevant open-ended questions).	X	X	X	X
2. Clearly articulates ideas, opinions, and information so others understand them.	X	X	X	X
3. Uses the appropriate medium (e.g., voice mail, face-to-face, one-on-one, team meeting) depending on the nature of the information being communicated.	X	X	X	X
4. Adapts his or her communication strategy to the audience.		X	X	X
5. Ensures that people are provided with clear, timely, and accurate information about issues that may affect their work.		X	X	X
6. Exhibits confidence and enthusiasm when presenting information.			X	X
7. Effectively facilitates group conversations in order to clarify issues and establish direction.			X	X
8. Delivers presentations to both small and large groups in a well-organized, clear, and articulate manner.			X	X
9. Understands when “skip level” communication may be appropriate and necessary (e.g., stays in touch with front-line employees without diminishing the authority of his or her direct reports).				X

Written Communication

Expressing ideas and opinions clearly in properly structured, well-organized, and grammatically correct reports and documents; employing language and terminology appropriate to the reader; using appropriate grammar and punctuation.

<i>Illustrative Behaviors</i>	<i>Individual Professional</i>	<i>First-Level Manager</i>	<i>Mid-Level (Manager of Managers)</i>	<i>Functional Manager</i>
1. Uses language that is clear to the reader.	X	X	X	X
2. Writes documents free of grammatical or punctuation errors.	X	X	X	X
3. Presents ideas or opinions clearly and succinctly in writing.	X	X	X	X
4. Uses e-mail as an appropriate medium (i.e., understands when a face-to-face or telephone conversation would be more effective).	X	X	X	X
5. Writes with a logical structure (e.g., introduction, supporting information, conclusion).	X	X	X	X
6. Breaks down a complex concept so that is easily understood by the target audience.	X	X	X	X
7. Uses examples that are suitable and relevant for the target audience.	X	X	X	X
8. Places material in a broader organizational context, pointing out connections and relationships.			X	X

Valuing Diversity

Demonstrating respect for individual differences (including cultural differences and diverse ways of thinking or approaching issues); establishing a climate in which all people can be comfortable and productive; evaluating the work of others in a culturally neutral way; selecting and developing people in multiple cultural settings; communicating effectively with and in multiple cultures; understanding how culture influences people’s behavior; adapting one’s style and behavior to meet cultural norms and expectations; and taking advantage of unique cultural knowledge, capability, or information to develop or enhance products or services.

<i>Illustrative Behaviors</i>	<i>Individual Professional</i>	<i>First-Level Manager</i>	<i>Mid-Level (Manager of Managers)</i>	<i>Functional Manager</i>
1. Relates effectively with people of diverse backgrounds (both cultural backgrounds and those who have different ways of thinking or approaching issues).	X	X	X	X
2. Adapts his or her style and behavior to meet cultural norms and expectations.	X	X	X	X
3. Reaches agreement with people who share different opinions.	X	X	X	X
4. Includes people of diverse backgrounds in his or her informal network.	X	X	X	X
5. Challenges others who make racial, ethnic, or sexually derogatory comments.	X	X	X	X
6. Coaches others on how cultural norms and expectations influence behavior.		X	X	X
7. Demonstrates a respect for individual differences by creating an environment in which people can be themselves.		X	X	X
8. Evaluates team members’ performance in a culturally neutral way.		X	X	X
9. Leverages unique cultural knowledge, capability, and/or information to develop or enhance products and services.			X	X
10. Appreciates the contributions of different functions across the organization and involves them appropriately and in planning and decision making.			X	X

Building Teams

Facilitating the constructive resolution of conflict; increasing mutual trust; encouraging cooperation, coordination, and identification with the work unit; encouraging information sharing among individuals who do not know each other and who may represent different cultures; including others in processes and decisions regardless of geographical distance or location; finding creative ways to minimize the effects of different time zones on the quality and frequency of interactions.

<i>Illustrative Behaviors</i>	<i>Individual Professional</i>	<i>First-Level Manager</i>	<i>Mid-Level (Manager of Managers)</i>	<i>Functional Manager</i>
1. Acts on opportunities to collaborate across the organization, regardless of geography or cultural differences.	X	X	X	X
2. Proactively helps team members both within and outside of his or her group.	X	X	X	X
3. Shares credit for successes with team members (i.e., gives credit where credit is due).	X	X	X	X
4. Solicits and offers feedback on how people could work most effectively together.	X	X	X	X
5. Encourages frank and open discussion of a disagreement.		X	X	X
6. Encourages cooperation and teamwork among people who depend on each other to get the work done.		X	X	X
7. Coaches people to partner with colleagues across the organization, regardless of cultural differences or geography.		X	X	X
8. Recognizes conflicting priorities across the organization and initiates joint problem solving to determine the best course of action for the organization.			X	X
9. Encourages and facilitates cross-unit cooperation and coordination.			X	X

Networking

Socializing informally; developing contacts with people who are a source of information and support; maintaining contacts through periodic visits, telephone calls, correspondence, and attendance at meetings and social events.

<i>Illustrative Behaviors</i>	<i>Individual Professional</i>	<i>First-Level Manager</i>	<i>Mid-Level (Manager of Managers)</i>	<i>Functional Manager</i>
1. Relays relevant experiences and passes on knowledge unselfishly.	X	X	X	X
2. Maintains contacts with people in other areas of the company or in different organizations who can be useful sources of information or resources.	X	X	X	X
3. Does favors (e.g., provides information, assistance, political support, or resources) to maintain good working relationships with people whose cooperation and support are important.	X	X	X	X
4. Attends meetings and social events to continually solidify and grow his or her network.	X	X	X	X
5. Uses his or her network to solve problems efficiently and effectively.	X	X	X	X
6. Actively designs his or her network in anticipation of future needs or plans (e.g., has clear goals in mind when building his or her network).	X	X	X	X

Partnering

Identifying, building, and managing internal and external partnerships that add value to the company; initiating and leveraging opportunities to work with others across the organization to maximize individual and organizational effectiveness; working effectively across organizational boundaries to accomplish a shared objective; developing networks and alliances across the organization to build influence and support for ideas.

<i>Illustrative Behaviors</i>	<i>Individual Professional</i>	<i>First-Level Manager</i>	<i>Mid-Level (Manager of Managers)</i>	<i>Functional Manager</i>
1. Builds relationships with colleagues in other functional groups (e.g., proactively shares knowledge and best practices with people in other groups, understands the objectives of other functional groups and their effect on the company's success).	X	X	X	X
2. Readily shares information, knowledge, best practices, and ideas with people across organizational units.	X	X	X	X
3. Asks consultative questions of customers, colleagues, managers, and others to identify business needs and solutions.	X	X	X	X
4. Forms alliances with people in different organizational units to work toward mutual objectives.	X	X	X	X
5. Coaches team members to consult with other departments/work units in solving problems and making decisions.		X	X	X
6. Manages external partnerships according to agreed-upon plans and standards.		X	X	X
7. Identifies and builds external partnerships that add current or future value to the company.			X	X

Building Relationships

Being skilled at detecting and interpreting subtle clues, often nonverbal, about others' feelings and concerns; displays empathy and sensitivity to the needs and concerns of others; and supports others when they are facing difficult tasks; enjoys dealing with people and working with people of diverse styles and backgrounds.

<i>Illustrative Behaviors</i>	<i>Individual Professional</i>	<i>First-Level Manager</i>	<i>Mid-Level (Manager of Managers)</i>	<i>Functional Manager</i>
1. Seeks out people and actively shares information instead of waiting for others to connect with him or her.	X	X	X	X
2. Promptly returns all forms of communication to others including e-mail, voicemail, and more traditional forms.	X	X	X	X
3. Displays empathy when a person is dealing with a difficult problem or situation.	X	X	X	X
4. Understands and adapts to the different working styles, personalities, and cultural backgrounds of the people he or she works with.	X	X	X	X
5. Offers to provide advice and support when a person is facing a difficult problem or issue.	X	X	X	X
6. Listens actively to detect both verbal and nonverbal cues in conversation.	X	X	X	X

Emotional Intelligence/Interpersonal Savvy

Being attuned to how others feel in the moment, sensing the shared values of the group, and using that insight to do and say what’s appropriate; understanding others’ feelings, motives, and reactions and adapting one’s behaviors accordingly; appreciating the effect of one’s behavior on others; being at ease when approaching others during social occasions; making and maintaining a favorable impression; and mingling effortlessly with others.

<i>Illustrative Behaviors</i>	<i>Individual Professional</i>	<i>First-Level Manager</i>	<i>Mid-Level (Manager of Managers)</i>	<i>Functional Manager</i>
1. Demonstrates awareness for others’ feelings and adapts own behavior accordingly.	X	X	X	X
2. Encourages others to speak or share their perspective on a situation.	X	X	X	X
3. Is attentive to others’ needs.	X	X	X	X
4. Is at ease in social situations; makes others at ease.	X	X	X	X
5. Intuitively detects and avoids potentially problematic situations before they take place.	X	X	X	X
6. Shows empathy for others’ problems and concerns.	X	X	X	X
7. Knows when to talk and when to listen.	X	X	X	X
8. Understands how others may perceive his or her words and actions, and that his or her intent may not always yield the desired impact.	X	X	X	X
9. Helps team members develop the ability to take into account others’ concerns and perspectives.		X	X	X

Influencing

Using techniques that appeal to reason, values, or emotion to generate enthusiasm for the work, commitment to a task objective, or compliance with a request; using appropriate tactics to change a person's attitude, beliefs, or behaviors.

<i>Illustrative Behaviors</i>	<i>Individual Professional</i>	<i>First-Level Manager</i>	<i>Mid-Level (Manager of Managers)</i>	<i>Functional Manager</i>
1. Talks in a persuasive manner about the importance of achieving tasks or objectives.	X	X	X	X
2. Describes a clear and appealing vision of what can be accomplished with a person's cooperation and support.	X	X	X	X
3. Develops enthusiasm for a task or project by appealing to a person's needs or values (i.e., accomplishing a challenging task, beating competitors, doing something never done before).	X	X	X	X
4. Adapts style or approach to meet the other person's style.	X	X	X	X
5. Explains the benefits of the task objectives to others.	X	X	X	X
6. Demonstrates willingness to incorporate input from others.	X	X	X	X
7. Listens to others' points before making his or her own points.	X	X	X	X
8. Does not rely primarily on his or her position power to influence others.			X	X

Managing Conflict

Recognizing the potential value of conflict for driving change and innovation; knowing when to confront and when to avoid a conflict; understanding the issues around which conflicts revolve; identifying the goals and objectives of the parties involved; finding common ground; looking for win/win solutions; and seeking agreement on a solution and eliciting commitment to making it work effectively.

<i>Illustrative Behaviors</i>	<i>Mid-Level Individual Professional</i>	<i>First-Level Manager</i>	<i>(Manager of Managers)</i>	<i>Functional Manager</i>
1. Tries to understand another person's perspective during a discussion or disagreement (e.g., does not rush to refute each point the person makes, listens attentively, paraphrases the other person's point of view).	X	X	X	X
2. Wins concessions without damaging relationships (e.g., creates "win/win" situations, makes appropriate compromises).	X	X	X	X
3. Modifies his or her proposals or plans to deal with concerns and incorporate suggestions to reach a compromise that benefits the business.	X	X	X	X
4. Challenges people in a way that is constructive and nonthreatening.	X	X	X	X
5. Confronts and facilitates conflict in a way that helps people engage in conversation to yield a better solution.	X	X	X	X
6. Understands when conflict should be confronted and when it should be avoided.	X	X	X	X
7. Identifies the likely source of a conflict before taking action.	X	X	X	X
8. Coaches others on how to resolve conflict in a constructive manner.		X	X	X

Managing People for Performance

Setting clear performance targets and gaining a person’s commitment to accomplishing those targets; checking on the progress and quality of the work, providing specific feedback on a regular basis that enables others to understand what they have done well and how they can improve in the future; and addressing performance problems by gathering information and setting goals for improvement in a fair and consistent manner.

<i>Illustrative Behaviors</i>	<i>Individual Professional</i>	<i>First-Level Manager</i>	<i>Mid-Level (Manager of Managers)</i>	<i>Functional Manager</i>
1. Sets goals that are clear, specific, and measurable (i.e., quantifiable or verifiable).		X	X	X
2. Conducts periodic performance meetings with direct reports to review progress against goals and ensure that goals are relevant and realistic.		X	X	X
3. Provides balanced, specific feedback on a regular basis.		X	X	X
4. Addresses performance problems in a timely and fair manner by clearly defining where expectations are not being met.		X	X	X
5. Develops a sense of commitment in others to meet challenging, yet realistic, performance targets.		X	X	X
6. Holds first-level managers accountable for managing others (not only for technical work).			X	
7. Holds people accountable for achieving their performance goals.		X	X	X
8. Offers tangible, realistic suggestions for how people can enhance or improve their performance.		X	X	X
9. Ensures that goals are aligned with organizational strategy and objectives; clarifies and communicates cross-functional/departmental interdependencies.			X	X

Clarifying Roles and Accountabilities

Communicating with others to make clear what is expected of them; conveying expectations about timelines and the quality of employees’ work; and helping people understand how their roles relate to the broader objectives and success of the organization.

<i>Illustrative Behaviors</i>	<i>Individual Professional</i>	<i>First-Level Manager</i>	<i>Mid-Level (Manager of Managers)</i>	<i>Functional Manager</i>
1. Clearly explains expectations about the quality and timeliness of a task or project.	X	X	X	X
2. Specifies a date or time when a task or project should be completed.	X	X	X	X
3. Explains how one’s role relates to the broader objectives of the company.		X	X	X
4. Explains what objectives or aspects of the work have the highest priority based on the current business environment, organizational initiatives, strategy, and other parameters.		X	X	X
5. Sets task goals that are clear and specific (e.g., quantitative targets to be attained in the next quarter or year, activities to be completed by a given date).		X	X	X
6. Tailors instructions to a person’s skills, experience, level of confidence, and other needs.		X	X	X
7. Takes the initiative to meet with a person who is not meeting expectations to clearly define what is expected and why it is important for the business or work unit.		X	X	X
8. Coaches others to convey expectations about the quality and timelines of projects and tasks.			X	X

Delegating

Assigning responsibilities to direct reports and giving them the authority to carry them out; maintaining the proper level of involvement without abdicating or micromanaging; assigning tasks that are a good fit with a person’s capabilities; assigning tasks for development and providing guidance to ensure success; debriefing assignments to reinforce learning.

<i>Illustrative Behaviors</i>	<i>Individual Professional</i>	<i>First-Level Manager</i>	<i>Mid-Level (Manager of Managers)</i>	<i>Functional Manager</i>
1. Gives clear instructions (content, deadlines, decision-making authority) on delegated tasks and projects.		X	X	X
2. Clearly communicates the desired results of the delegated assignment.		X	X	X
3. Delegates assignments designed to meet direct reports’ individual development or career goals as well as assignments that enable better time management.		X	X	X
4. Provides ongoing coaching and support without micromanaging delegated assignments.		X	X	X
5. Debriefs delegated tasks and projects to identify key learnings and provide both positive and constructive feedback.		X	X	X
6. Coaches managers on the importance of effective delegation for developing and retaining talent.			X	X
7. Systematically reviews own responsibilities and identifies opportunities to delegate projects or initiatives to ensure he or she is focused on strategic issues.				X

Empowering Others

Giving people the authority, information, resources (e.g., time, money, equipment), and guidance to make decisions and implement them.

<i>Illustrative Behaviors</i>	<i>Individual Professional</i>	<i>First-Level Manager</i>	<i>Mid-Level (Manager of Managers)</i>	<i>Functional Manager</i>
1. Provides people with the information they need to do their jobs well.	X	X	X	X
2. Allows direct reports to make important decisions and implement them without prior authority.		X	X	X
3. Presents an assignment in general terms and allows others to determine action steps for implementation.		X	X	X
4. Encourages others to come up with solutions or ideas on their own; acts as a sounding board when needed.		X	X	X
5. Demonstrates confidence in people's capabilities; gives people the benefit of the doubt.		X	X	X
6. Ensures people have the resources they need to accomplish a task or objective.		X	X	X
7. Asks people in the work unit/function for feedback on the extent to which they feel empowered to make decisions.			X	X

Motivating Others

Setting high standards regarding quality and quantity of the work; displaying commitment to the organization and enthusiasm for its products and services; conveying confidence in others’ capabilities; appealing to others’ unique needs, motives, and goals to motivate them to achieve; and celebrating others’ successes and praising them for a job well done.

<i>Illustrative Behaviors</i>	<i>Individual Professional</i>	<i>First-Level Manager</i>	<i>Mid-Level (Manager of Managers)</i>	<i>Functional Manager</i>
1. Sets high standards for performance.		X	X	X
2. Models excellence and enthusiasm for the work.		X	X	X
3. Speaks positively and enthusiastically about the organization’s products/ services and future direction.		X	X	X
4. Inspires others to a greater effort by setting an example in his or her own behavior of courage, dedication, or self-sacrifice.	X	X	X	X
5. Identifies and appeals to individual needs and motives.	X	X	X	X
6. Establishes challenging, yet realistic, performance goals that tap into people’s interests and motives.		X	X	X
7. Rewards and recognizes others for a job well done.		X	X	X
8. Uses others as a sounding board for generating ideas and plans; acknowledges their expertise or perspective when asking for their opinions.		X	X	X
9. Coaches others on ways to motivate.		X	X	X

Coaching

Providing others with the opportunity to develop new skills; clarifying expectations; offering instructions and advice; and providing support and feedback to enhance performance.

<i>Illustrative Behaviors</i>	<i>Individual Professional</i>	<i>First-Level Manager</i>	<i>Mid-Level (Manager of Managers)</i>	<i>Functional Manager</i>
1. Explains why he or she thinks a person's performance is good.		X	X	X
2. Offers to provide advice or assistance when a person needs help with a difficult task or problem.		X	X	X
3. Provides extra instruction or coaching to others to help improve job skills or learn new ones.		X	X	X
4. Encourages people to create a personal development plan.		X	X	X
5. Provides feedback both on the spot and through periodic meetings to monitor progress against goals.		X	X	X
6. Helps people understand the impact of their behavior on their peers, the work unit, the customer, and others involved.		X	X	X
7. Makes him- or herself available as a resource to his or her direct reports (e.g., provides information, helps to remove barriers to their effectiveness, acts as a sounding board to generate ideas).		X	X	X
8. Is patient and helpful when giving complicated explanations or instructions.		X	X	X
9. Offers helpful advice on how people can advance their careers.		X	X	X

Developing Top Talent

Consistently attracts, selects, develops, and retains high performers; raises the performance bar for his or her work unit or team so that it consists of top performers; providing people with the opportunity to develop new skills, carry out challenging assignments, and accept new responsibilities; and holding people accountable for their performance.

<i>Illustrative Behaviors</i>	<i>Individual Professional</i>	<i>First-Level Manager</i>	<i>Mid-Level (Manager of Managers)</i>	<i>Functional Manager</i>
1. Does not tolerate mediocre or poor performance; swiftly addresses performance problems.		X	X	X
2. Ensures continuous and open lines of communication and feedback.		X	X	X
3. Gives coaching and support to improve team and individual results.		X	X	X
4. Makes maximum use of the different talents of team members.		X	X	X
5. Raises the bar for performance within his or her work unit by setting challenging objectives and measuring performance against them.		X	X	X
6. Provides people with the opportunity to develop new skills and accept new responsibilities.		X	X	X

Knowing and Managing the Business

Problem Solving

Identifying work related problems; analyzing problems in a systematic but timely manner; drawing correct and realistic conclusions based on data and information; and accurately assessing root cause before moving to solutions.

<i>Illustrative Behaviors</i>	<i>Individual Professional</i>	<i>First-Level Manager</i>	<i>Mid-Level (Manager of Managers)</i>	<i>Functional Manager</i>
1. Anticipates potential problems and takes actions to prevent them.	X	X	X	X
2. Quickly and systematically analyzes the causes of work-related problems before taking corrective action.	X	X	X	X
3. Works to see all angles and perspectives on a problem or issue before drawing conclusions or moving forward with plans or decisions.	X	X	X	X
4. Identifies the appropriate tools, resources, and expertise across the organization to develop the best solution to resolve a problem or issue.			X	X

Decision Making

Generating and evaluating alternatives before making a decision or taking action; considering the risks associated with an option and selecting the option that has the best balance of risk and reward; encouraging input from others when it is appropriate; standing by decisions without reconsidering unless information or circumstances make it necessary to do so; evaluating the effectiveness of decisions after they are made.

<i>Illustrative Behaviors</i>	<i>Individual Professional</i>	<i>First-Level Manager</i>	<i>Mid-Level (Manager of Managers)</i>	<i>Functional Manager</i>
1. Anticipates the consequences of decisions.	X	X	X	X
2. Involves people appropriately in decisions that may impact them.	X	X	X	X
3. Makes decisions, sets priorities, and chooses goals based on risks and rewards.	X	X	X	X
4. Quickly responds with a back-up plan if a decision goes amiss.	X	X	X	X
5. Proactively identifies and prioritizes the key issues involved to facilitate the decision-making process for his or her team or group.			X	X
6. Sticks to a decision even when faced with resistance or opposition (e.g., stays confident in the decision, does not give in or falter).			X	X

Managing and Leading Change

Putting opportunities and threats to the organization in context and clarifying how the organization needs to be different and why; communicating a vivid, appealing picture of what the organization needs to look like in the future; clearly communicating the need for change and gaining people’s commitment; putting a realistic plan in place to achieve the desired outcome and ensure it is resourced adequately; preparing people to adjust to change; keeping people informed about the progress of change; and celebrating successes.

<i>Illustrative Behaviors</i>	<i>Individual Professional</i>	<i>First-Level Manager</i>	<i>Mid-Level (Manager of Managers)</i>	<i>Functional Manager</i>
1. Defines clear targets and milestones for change efforts and gains people’s commitment to them.		X	X	X
2. Proactively identifies and addresses causes of resistance to change.		X	X	X
3. Clearly communicates the rationale for and benefits of proposed changes.		X	X	X
4. Provides clear, timely, and accurate information about a change.		X	X	X
5. Answers questions related to the impact of the proposed change directly and with candor.		X	X	X
6. Solicits people’s feedback about how a change effort is progressing and how people are doing.		X	X	X
7. Adapts own behavior to support organizational change; acts as a role model for others.		X	X	X
8. Determines a plan to introduce and manage a change in line with the company’s strategy and available resources.			X	X
9. Evaluates systems and processes to ensure that they are aligned with and supportive of change efforts.			X	X
10. Gains the commitment of first-line and mid-level managers early in the change process.				X
11. Ensures that the necessary resources are available in the function or work unit to implement change; revises plans if needed to reflect available resources.				X

Driving Innovation

Fostering a climate that encourages creativity and innovation; allowing others to challenge and disagree; taking prudent risks to accomplish goals; assuming responsibility in the face of uncertainty or challenge; championing new untested ideas and building support among stakeholders; celebrating and learning from failures; building and maintaining open channels of communication for the sharing of ideas and knowledge.

<i>Illustrative Behaviors</i>	<i>Individual Professional</i>	<i>First-Level Manager</i>	<i>Mid-Level (Manager of Managers)</i>	<i>Functional Manager</i>
1. Recognizes and rewards others when they suggest innovations and improvements.		X	X	X
2. Allows others to question and positively challenge ideas and issues.		X	X	X
3. Takes calculated, prudent risks to achieve important objectives.		X	X	X
4. Takes prompt action to implement a promising idea.		X	X	X
5. Fosters an environment where people feel “safe” taking risks (i.e., acknowledges that mistakes and failures occur and focuses on learning from them rather than placing blame).		X	X	X
6. Provides forums for team members to share ideas and knowledge and brainstorm new approaches.		X	X	X
7. Creates and reinforces a culture of being proactive and taking initiative to improve existing processes and procedures.			X	X
8. Sponsors innovative approaches to new business/markets that improve current results/performance.				X

Customer Focus

Demonstrating a concern for the needs and expectations of customers and making them a high priority; maintaining contact with customers, both internal and external to the organization; using an understanding of customer needs as the basis for decision making and organizational action.

<i>Illustrative Behaviors</i>	<i>Individual Professional</i>	<i>First-Level Manager</i>	<i>Mid-Level (Manager of Managers)</i>	<i>Functional Manager</i>
1. Responds to a customer's inquiry or problem in a timely and effective manner.	X	X		
2. Conveys realistic expectations to internal and external customers.	X	X		
3. Effectively manages customer expectations (e.g., reshapes incorrect/inappropriate assumptions, establishes realistic timeframes, pushes back as necessary).	X	X		
4. Follows up on customer requests to ensure that the final product or service met expectations.	X	X		
5. Takes customer issues to the appropriate people within the organization to obtain the most accurate information to meet customer needs.	X	X		
6. Gives high priority to addressing customer complaints.	X	X	X	X
7. Uses information about customers' needs as the basis of problem-solving, decision-making, and organizational action.		X	X	X
8. Reminds people about the importance of the customer to the organization's success.		X	X	X
9. Anticipates how plans and actions of the business will affect the customer in the short term and in the long term.			X	X
10. Proactively seeks feedback from customers and uses this information to make improvements in systems, processes, etc.			X	X
11. Coaches others to forge relationships with customers and add value.			X	X
12. Understands and communicates how different departments and functional groups interact to support customer needs.				X
13. Actively seeks out the customer to discuss business challenges in an effort to provide products or services that meet the customer's need even before the customer recognizes the need as critical.				X

Resource Management

Clarifying the financial implications of decisions; using resources effectively and in line with company policy and goals; deploying resources in a way that is consistent with the strategy and that benefits the organization rather than advancing self-interest; adhering to budgets; and ensuring others' time is utilized effectively.

<i>Illustrative Behaviors</i>	<i>Individual Professional</i>	<i>First-Level Manager</i>	<i>Mid-Level (Manager of Managers)</i>	<i>Functional Manager</i>
1. Plans how to eliminate unnecessary activities and procedures in order to improve efficiency and make better use of resources.		X	X	X
2. Determines priorities for different activities and plans an appropriate allocation of available resources.		X	X	X
3. Deploys resources based on what is best for the organization versus advancing his or her own interests or agenda.		X	X	X
4. Monitors plans to ensure that resources are used optimally and budgets are adhered to.		X	X	X
5. Analyzes the short- and long-term financial impact of decisions.			X	X
6. In developing plans, considers how they will affect the business's financial strength and seeks to maximize this impact without adversely affecting other criteria of success.				X

Operational and Tactical Planning

Determining short-term objectives and action steps for achieving them; determining how to use personnel, equipment, facilities, and other resources efficiently to accomplish a project or initiative; and determining how to schedule and coordinate activities among individuals, teams, and work units.

<i>Illustrative Behaviors</i>	<i>Individual Professional</i>	<i>First-Level Manager</i>	<i>Mid-Level (Manager of Managers)</i>	<i>Functional Manager</i>
1. Creates realistic plans that clearly define goals, milestones, and results.	X	X	X	X
2. Plans in detail how to accomplish a large or complex project (e.g., identifies necessary sequence of action steps, then determines when each should be done and who should do it).	X	X	X	X
3. Understands the roles of others within the company and uses this knowledge to improve efficiency (e.g., knows whom to contact in other areas to obtain information).	X	X	X	X
4. Develops controls, checks, and balances to monitor progress against plans and ensure the accuracy of the final product.	X	X	X	X
5. Anticipates possible delays or risks to plans and determines alternative courses of action to ensure timely delivery and results.	X	X	X	X
6. Involves his or her team in planning and setting priorities.		X	X	X
7. Determines priorities for both short-term and long-term projects and plans an appropriate allocation of available resources.		X	X	X
8. Evaluates the current flow of work and information across units and identifies opportunities to improve coordination and make better use of resources to accomplish projects/initiatives.			X	X

Results Orientation

Communicating business performance measures and clarifying priorities; maintaining a focused commitment to achieving one’s objectives; working on important issues first; staying with a plan of action or point of view until the desired goal has been obtained or is no longer reasonably attainable; recognizing opportunities and acting on them; looking for ways to quickly overcome barriers; persevering in the face of adversity or opposition; and translating ideas into action.

<i>Illustrative Behaviors</i>	<i>Individual Professional</i>	<i>First-Level Manager</i>	<i>Mid-Level (Manager of Managers)</i>	<i>Functional Manager</i>
1. Takes appropriate risks to accomplish goals.	X	X	X	X
2. Overcomes setbacks and adjusts the plan of action to realize results.	X	X	X	X
3. Focuses on high-priority actions and does not become distracted by lower-priority activities.	X	X	X	X
4. Challenges him- or herself and others to raise the bar on performance.		X	X	X
5. Focuses people on critical activities that yield a high impact.		X	X	X
6. Develops a sense of urgency in others to complete tasks.		X	X	X
7. Holds self and others accountable for delivering high-quality results on time and within budget (e.g., models high work standards and demands the same from others, criticizes mediocre or substandard performance).		X	X	X
8. Gives priority to achieving results for the company or department, even if it conflicts with one’s own personal goals or agenda.		X	X	X
9. Develops a plan for execution with the team to garner commitment and buy in.			X	X

Quality Orientation

Promoting organizational effectiveness by anticipating and dealing with problems; encouraging others to suggest improvements to work processes; providing a persistent focus on quality as well as on results; determining how to improve organizational coordination, productivity, and effectiveness.

<i>Illustrative Behaviors</i>	<i>Individual Professional</i>	<i>First-Level Manager</i>	<i>Mid-Level (Manager of Managers)</i>	<i>Functional Manager</i>
1. Ensures the quality of the work (e.g., monitors reports, reviews complaints from customers, notices mistakes in his or her own work and in the work of others).	X	X	X	X
2. Identifies sources of mistakes and determines a course of action to prevent their recurrence.	X	X	X	X
3. Proactively raises critical issues that impact organizational coordination, productivity, or effectiveness and takes the lead in resolving them.	X	X	X	X
4. Consistently monitors the quality of products and services and the processes used to produce them.	X	X	X	X
5. Evaluates how well a major project or activity was done (e.g., monitors internal and external client satisfaction, asks people what went well and what can be done better next time).		X	X	X
6. Communicates and reinforces the importance of high work standards.		X	X	X
7. Encourages team members to take the initiative to improve work processes.		X	X	X

Mastering Complexity

Quickly integrating complex information to identify strategies and solutions; learning new concepts quickly; demonstrating keen insights into situations; assimilating large amounts of information and narrowing it down to and articulating the core idea or issue.

<i>Illustrative Behaviors</i>	<i>Individual Professional</i>	<i>First-Level Manager</i>	<i>Mid-Level (Manager of Managers)</i>	<i>Functional Manager</i>
1. Understands new concepts quickly.	X	X	X	X
2. Assimilates large amounts of data/information to identify what is most important.	X	X	X	X
3. Integrates complicated ideas and approaches to develop the best possible solutions.	X	X	X	X
4. Breaks down complicated problems or concepts into clear and manageable components.	X	X	X	X
5. Focuses others on the core message or desired result of a complex plan or idea.			X	X

Business and Financial Acumen

Possessing the technical and business knowledge needed to make the best decisions for the organization; assessing the financial implications of decisions and actions; understanding how strategies and tactics work in the marketplace; and balancing data analysis with judgment and business sense.

<i>Illustrative Behaviors</i>	<i>Individual Professional</i>	<i>First-Level Manager</i>	<i>Mid-Level (Manager of Managers)</i>	<i>Functional Manager</i>
1. Understands how his or her role contributes to the overall success of the organization.	X	X	X	X
2. Understands the key drivers of the business, including how the business makes money.		X	X	X
3. Understands the financial impact of decisions and actions.		X	X	X
4. Analyzes data to identify trends and issues that are important to the business and interprets the results of the analyses to make recommendations for how the organization should address the issues.		X	X	X
5. Understands how internal and external business measurements are defined and influenced.			X	X
6. Continuously learns and demonstrates an in-depth understanding and knowledge of the company's core business and how the organization operates (e.g., has a thorough understanding of overall business structure, processes, policies, functions, and their interrelationships).			X	X
7. Assesses existing talent base to determine whether the right mix of skills/competencies are in place to ensure the current and future success of the work unit.			X	X
8. Has a working knowledge of profit and loss and other key financial measurements used in the business, in terms of current performance, forecasting, and longer-term business planning.				X
9. Communicates the key performance/profit levers for the business and manages to these measures.				X

Strategic Planning

Developing and driving a shared understanding of a long-term vision that incorporates people’s input and describes what the organization needs to look like and how it needs to operate in the future; determining long-term objectives and the tactics to achieve them; allocating resources according to stated priorities; making sure that accountabilities and expectations for executing a strategy are clear.

<i>Illustrative Behaviors</i>	<i>Individual Professional</i>	<i>First-Level Manager</i>	<i>Mid-Level (Manager of Managers)</i>	<i>Functional Manager</i>
1. Translates company strategies into meaningful plans for the business; connects them to people’s daily work.		X	X	X
2. Demonstrates how priorities fit into the company’s overall strategies (i.e., creates a line of sight).		X	X	X
3. Pursues challenges that result in long-term business benefit (e.g., proposes challenging but realistic objectives).		X	X	X
4. Understands where the business is going and the strategic objectives of the company and knows how to support them.		X	X	X
5. Allocates resources based on strategies and related objectives.		X	X	X
6. Stays abreast of changes in the marketplace and the company’s position relative to competitors.		X	X	X
7. Continuously learns and demonstrates an understanding of the competitive environment, trends in the economy, and technology that may impact the business; refers to these trends in conversations; anticipates the effect of trends on the business; and uses information about trends when evaluating alternatives and making decisions.			X	X
8. Engages in scenario planning (e.g., assesses where the organization is today against potential changes/conditions in the external environment) to determine the best path forward.			X	X
9. Communicates the company’s vision, values, and strategy with conviction.			X	X
10. Communicates business priorities to all levels of the organization.			X	X
11. Does not give up the long-term vision under present-day pressure; takes a long-term perspective on problems and opportunities facing the organization.				X

Strategic Thinking

Understanding the implications of social, economic, political, and global trends; showing an understanding of market conditions and customer needs; understanding the company’s position in the marketplace—both its strengths and its weaknesses; taking a long-term perspective on problems and opportunities; applying insight and creativity to the development of strategies that help the organization gain or sustain competitive advantage; proposing innovative strategies that leverage the organization’s competitive position.

<i>Illustrative Behaviors</i>	<i>Individual Professional</i>	<i>First-Level Manager</i>	<i>Mid-Level (Manager of Managers)</i>	<i>Functional Manager</i>
1. Prioritizes actions based on what is best for the organization.		X	X	X
2. Demonstrates knowledge of customer needs and uses this information to help determine the way forward.		X	X	X
3. Understands and drives toward increasing his or her work unit’s financial performance (e.g., understands the financial impact of plans and decisions).			X	X
4. Demonstrates an understanding of key business drivers and product attributes within his or her department (e.g., aligns products offered with core organizational competencies).			X	X
5. Anticipates strategic problems and opportunities and makes strategic decisions to address them.			X	X
6. Continuously identifies and evaluates viable future opportunities for the business; selects and exploits the activities that will result in the greatest return.			X	X
7. Demonstrates creative thinking to solve strategic issues (e.g., proposes innovative strategies that capitalize on the unique qualities and core competencies of the organization).			X	X

Global Perspective

Understanding the international issues facing the business; appreciating how ethnic, cultural, and political matters influence business; integrating local and global information for decisions affecting multiple sites; applying knowledge of public regulatory frameworks in multiple countries; and making deliberate decisions about how to conduct business successfully in different parts of the world.

<i>Illustrative Behaviors</i>	<i>Individual Professional</i>	<i>First-Level Manager</i>	<i>Mid-Level (Manager of Managers)</i>	<i>Functional Manager</i>
1. Considers wide-ranging influences, situations, and implications both inside and outside the organization when making plans or decisions, solving problems, or developing strategies.	X	X	X	X
2. Recognizes emerging patterns of business on a global basis and formulates strategies in line with these trends.			X	X
3. Demonstrates an understanding of the international issues facing the company.			X	X
4. Communicates how international and political issues may impact the business in the short and long term.			X	X
5. Implements global decisions while adjusting for local perspectives where appropriate.				X
6. Creates/validates long-term directions based on business dynamics, global trends, and the overall strategy of the company.				X

Organizational Savvy

Staying abreast of what is happening across the organization; understanding the effects of decisions and actions on other parts of the organization; recognizing the interests of others in different parts of the organization; understanding the influence dynamics of the organization and using that information to establish alliances to achieve organizational objectives; understanding the organizational culture and norms of behavior.

<i>Illustrative Behaviors</i>	<i>Individual Professional</i>	<i>First-Level Manager</i>	<i>Mid-Level (Manager of Managers)</i>	<i>Functional Manager</i>
1. Approaches problems with a clear understanding of organizational and political realities.		X	X	X
2. Understands how the culture of the organization impacts how the work gets done and takes this into account in planning and decision making.			X	X
3. Understands the goals/objectives of other departments/work units and uses this information to establish alliances and resolve issues.		X	X	X
4. Understands the interdependent nature of operations and the impact of various departments/work units on workflow within the organization.			X	X
5. Understands how his or her decisions may impact others across the organization and involves them appropriately.			X	X
6. Keeps up to date on what is happening across the organization.		X	X	X
7. Proactively shares information with others across the organization based on an understanding of their priorities, goals, and objectives.		X	X	X
8. Considers organizational culture and norms of behavior in making decisions.	X	X	X	X

Organizational Design

Ensuring the organization’s structure and systems support its strategies; taking actions to optimize resources and work processes (e.g., reengineering, continuous process improvement); and identifying how to organize the work (e.g., grouping responsibilities, establishing appropriate linkages) to enhance efficiency and drive results.

<i>Illustrative Behaviors</i>	<i>Individual Professional</i>	<i>First-Level Manager</i>	<i>Mid-Level (Manager of Managers)</i>	<i>Functional Manager</i>
1. Understands the importance of aligning organizational structure and strategy.			X	X
2. Reviews organizational structure, systems, and processes to ensure they support change initiatives.			X	X
3. Identifies key skills within the work unit and determines how to best organize the work (e.g., grouping responsibilities, establishing linkages) to enhance efficiency and coordination.			X	X
4. Collects feedback from employees at all levels to understand what is working and what could be improved related to existing systems and structure.	X		X	X
5. Identifies and implements ways to optimize resources and work processes.			X	X
6. Creates clear descriptions of the work, roles, and responsibilities to help facilitate coordination and cooperation.			X	X

Human Resources Planning

Ensuring the talent base is in place to meet organizational needs; assessing current skills sets and identifying the right mix of talent to fill gaps and ensure sustained results; accurately assessing “fit” based on the requisite skills and competencies as well alignment with organizational culture.

<i>Illustrative Behaviors</i>	<i>Individual Professional</i>	<i>First-Level Manager</i>	<i>Mid-Level (Manager of Managers)</i>	<i>Functional Manager</i>
1. Develops clear job descriptions based on the key skills and competencies (personal, interpersonal, technical, and managerial) required for the role.			X	X
2. Clarifies the current skills and knowledge within the work unit as well as its future needs.			X	X
3. Considers the long-term implications of team performance and skills in order to ensure sustained results.			X	X
4. Makes plans to fill development or skill gaps within the work unit.			X	X
5. Accurately assesses talent and makes hiring decisions based on a clear picture of what is required for success in the role as well as cultural fit.			X	X

Monitoring the External Environment

Collecting information about opportunities and threats in the external environment that may affect work in the short or long term; analyzing trends and looking for opportunities to enhance the organization’s performance.

<i>Illustrative Behaviors</i>	<i>Individual Professional</i>	<i>First-Level Manager</i>	<i>Mid-Level (Manager of Managers)</i>	<i>Functional Manager</i>
1. Understands industry and market trends and the impact they may have on the business in the short and longer term.		X	X	X
2. Analyzes data and creates benchmarks (based on the competition/industry) to monitor the quality of products and services and improve existing processes.			X	X
3. Identifies trends and patterns in the marketplace that may positively or negatively impact the business.				X
4. Takes action to mitigate threats in the external environment.				X

Core Functional/Technical Skills

Maintaining up-to-date knowledge within one’s field of expertise; remaining abreast of developments in the industry; providing guidance or counsel on technical matters related to one’s field; knowing how to use company-specific technology.

<i>Illustrative Behaviors</i>	<i>Individual Professional</i>	<i>First-Level Manager</i>	<i>Mid-Level (Manager of Managers)</i>	<i>Functional Manager</i>
1. Quickly masters new technical knowledge relevant to his or her position.	X	X	X	X
2. Has a comprehensive knowledge of all existing computer systems and other technologies relevant to his or her job responsibilities.	X	X	X	X
3. Offers helpful advice and guidance when others are learning technical matters related to his or her role or function.	X	X	X	X
4. Is knowledgeable about best practices relative to the technical aspects of his or her function/role and benchmarks against other organizations.		X	X	X
5. Acquires technical/functional knowledge of new areas that he or she manages to sufficient depth to be an effective manager of the overall function.			X	X