

360 Leadership Competency Model

Bringing out the best in others to drive results, foster innovation and achieve an organization's mission.

Effectiveness: <i>Drive Results and Demonstrate Expertise</i>	Valuing People: <i>Engage and Inspire</i>
<p>Drives Results: Effectively plans and organizes, holds self and others accountable for performance, focuses on the customer and makes decisions to achieve organizational results.</p> <p>Leads Through Expertise: Has the technical expertise to manage effectively, understands how the components of the business work together, and leads with a strategic perspective.</p>	<p>Engages Others: Builds effective teams, coaches and develops others, and builds relationships to foster employee loyalty and high performance.</p> <p>Leads Through Inspiration: Motivates and inspires others to achieve the organization's mission, effectively encourages and leads change and innovation, and serves as a role model of culture and values.</p>

Drives Results Competencies

Drives Accountability: Plans work to meet deadlines and outcomes; prioritizes, provides clear direction and delegates appropriately; clearly communicates roles, expectations, and timelines; monitors work to ensure self and team consistently meet goals and deadlines, executes work plans to quality standards; remains flexible and adjusts work plans as necessary.

Customer Focus: Creates a culture that is focused on the customer; regularly reviews customer feedback and looks for ways to improve their experience and build loyalty; ensures his or her team has the skills and expertise to meet customer expectations.

Problem Solving and Decision Making: Considers all relevant information and uses sound judgment to make decisions and solve problems in a timely manner; pinpoints the root cause of an issue and identifies creative solutions; balances both the short- and long-term impact of decisions.

Leads Through Expertise Competencies

Technical & Business Acumen: Understands and operates effectively within the functional areas of the organization; demonstrates proper technical knowledge and skills to effectively manage; understands company data, communications and financial metrics and uses them to make sound decisions; sees the big picture.

Strategic Thinking: Understands market, industry and environmental trends; addresses issues to create or sustain a competitive advantage; uncovers new opportunities to create value and leverage the organization's strengths; anticipates change and develops long-range plans.

Engages Others Competencies

Builds Teams: Hires effective team members based on the job requirements and fit with the culture; creates a work environment where people feel cared for and valued; fosters collaboration and team effectiveness.

Coaches and Develops: Provides timely and constructive feedback; gets to know each individual and his or her development goals; looks for opportunities to leverage strengths and provide growth opportunities.

Builds Relationships: Builds trusting, caring relationships both inside and outside the organization; demonstrates respect for others and skillfully manages conflict; remains open-minded and leverages diversity.

Leads Through Inspiration Competencies

Motivates and Inspires: Communicates a compelling organizational vision and how it impacts his or her direct reports; demonstrates energy and enthusiasm for the organization and builds commitment for ideas; understands what is motivating to each direct report and uses this knowledge to drive performance; rewards and recognizes success in ways that are meaningful to the individual and aligned with organizational strategy.

Leads Change: Fosters innovation by leveraging the ideas and talents of others to identify new ideas; creates an environment that encourages risk taking; effectively implements change while considering its impact on all stakeholders.

Models Culture and Values: Acts with courage, integrity and professionalism; is a role model for the values of the organization; is self-aware, open to feedback, and actively looks for ways to improve.