

Competency and Definition	Behaviors
Lead Self: Expands depth and breadth of capability	
Self-Management <i>Actively works to continuously improve, deploy strengths and compensate for weaknesses and limits</i>	<ol style="list-style-type: none"> Has a clear understanding of personal opportunities for improvement; capitalizes on personal strengths, and works on compensating for weaknesses and limits Establishes networks to stay active in the business of the organization and to stay abreast of trends Continuously seeks opportunities to improve both professionally and personally Seeks out experiences that challenge perspective or provide an opportunity to learn new things Demonstrates the ability to adapt and navigate change within the organization Seeks feedback and is open to criticism
Integrity <i>Takes responsibility for personal actions, follows through on commitments, and instills confidence that all words and actions are the truth</i>	<ol style="list-style-type: none"> Can be relied on to tell the truth regardless of the circumstances Does not blame others Ensures alignment between words and actions Acts in the best interest of others and for the greater good of the organization Admits mistakes
High Performing <i>Sets a high standard that represents the organization in the best light to both internal and external customers and produces results that exceed expectations</i>	<ol style="list-style-type: none"> Uses strong, well-rounded written, and oral communication skills in a variety of situations Collaborates with managers, co-workers, peers, and external stakeholders to gain cooperation, information and buy-in, making work more effective and efficient Utilizes the mission of the organization to evaluate options and identify those that are most likely to move the business forward Identifies top talent to grow a culture of high performance Establishes clear expectations for self and others to achieve goals and steadfastly strives for results Can be counted on to exceed goals successfully
Lead People: Enables others to achieve high performance and full potential	
Courageous <i>Demonstrates understanding of concerns; takes responsibility and addresses them with fortitude and composure</i>	<ol style="list-style-type: none"> Clearly identifies tough feedback situations and demonstrates ability to give feedback in a timely and effective manner Addresses issues and challenges with the appropriate persons and takes responsible risks Ensures controversy, misperceptions, and misunderstandings are quickly addressed and reconciled Leads with a strong sense of courage through the uncertainty, making bold transformational changes Demonstrates the ability to effectively manage conflict Let's people know where they stand
Talent Focused <i>Demonstrates the ability to create an environment that encourages outstanding individual performance from each employee</i>	<ol style="list-style-type: none"> Demonstrates a commitment to the development and success of employees who are tasked with implementing and executing results by providing challenging work and opportunities for growth Motivates others to perform at their best Utilizes effective strategies to facilitate change initiatives and to overcome resistance to change Creates an environment that attracts highly talented, engaged, and productive employees Provides ongoing coaching and mentoring opportunities in an effort to promote continual learning and growth for employees Identifies potential and assumes a role in harnessing it
Lead an Organization: Guides overall strategic and operational direction	
Customer Focused <i>Places the customer at the center of strategic and operational planning</i>	<ol style="list-style-type: none"> Clearly identifies the full range of customers to be served Follows through on commitments Identifies and monitors customer metrics to improve performance Anticipates and responds to changing and evolving customer needs Establishes and maintains effective relationships with customers and gains their trust and respect
Innovative <i>Demonstrates flexible thinking while producing creative thought processes; open to suggestions of others</i>	<ol style="list-style-type: none"> Offers new and unique ideas Demonstrates value to teams and organizations by providing original thought and connections to ideas outside own area of focus Demonstrates enthusiasm and support of innovative initiatives by others Balances perspective and forward thinking Easily makes connections among previously unrelated notions
Mission-Driven <i>Demonstrates through actions, absolute clarity as to the purpose of the organization</i>	<ol style="list-style-type: none"> Ensures the organization has a relevant mission that instills a sense of purpose Demonstrates focus on mission, goals, and priorities of the organization when making strategic decisions Clearly communicates the organization's mission to others by inspiring and motivating others in the organization Balances daily operational responsibilities while implementing long term mission-critical strategies