

Values and Guiding Behaviors: “WE...”

A..... B..... C.....

Definition & Key Characteristics	Mastered	Strong Performer	Developing	Potential Barriers
<ul style="list-style-type: none"> What it means for us: The extent to which overall work style is effective and productive in terms of time management, setting objectives and priorities, and following up on commitments across a variety of work challenges. <p>“Courage is resistance to fear, mastery of fear, not absence of fear.” – Mark Twain</p> <p>Key Competencies: <i>Time Management, Managerial Courage, Command Skill</i></p>	<ul style="list-style-type: none"> Very productive and efficient in planning and executing work Accurately scopes out the work, creates efficient work flows and processes, and assigns resources properly. Consistently outperforms most other people or groups because of excellence at planning, priority setting and execution 	<ul style="list-style-type: none"> Reasonably productive and organized in setting appropriate objectives and managing time Works on appropriate priorities to get the work out Follows through to meet commitments. 	<ul style="list-style-type: none"> Gets easily diverted into less productive tasks. Follow-through is spotty So obsessed with doing things in a planned and orderly manner that work is sometimes late or exceeds even reasonable quality standard causing “analysis Paralysis”. Easily thrown off balance by the unexpected and doesn’t adjust well to change. 	<ul style="list-style-type: none"> Disorganized Impatient Lack of Commitment Lack of Focus Not interested in details Not planful Poor follow-Through Poor time management Procrastinator

Resourcefulness Pays

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<ul style="list-style-type: none"> What it means for us: The efficiency of use of time, money, materials and people to produce the required services with consideration to other factors such as timeliness and quality The amount and intensity of supervision and support necessary to perform up to standard. <p>“The essential question is not, how busy are you? But what are you busy at?” – Oprah Winfrey</p> <p>Key Competencies: <i>Strategic Agility, Problem Solving, Perseverance, Organizational Agility</i></p>	<ul style="list-style-type: none"> Uses fewer resources in terms of time, material, money and people than most any other groups Gets more things done with less A model of resourcefulness Always or almost always comes in significantly under budget in all areas. 	<ul style="list-style-type: none"> Most work comes in on budget, with efficient and as-planned use of materials and people Some work may come in over budget sporadically About as resourceful as most other people or groups. 	<ul style="list-style-type: none"> Uses resources inefficiently and even with the additional resources, just meets minimum standards Usually over budget on everything or significantly over on some and on budget on others. Waste of time, money, material and people’s productivity. Although this person or group comes in on or even below budget, sometimes this is at the price of lower quantity or quality. So concerned with making or beating the budget plan that other things suffer May cut corners or costs so tight that there are problems later in the workflow. 	<ul style="list-style-type: none"> Difficulty saying no Disorganized Impatient Inexperienced Not planful Poor delegation Rejects help Rejects suggestions Slow decision making

Call to Action

Definition & Key Characteristics	Mastered	Strong Performer	Developing	Potential Barriers
<ul style="list-style-type: none"> What it means for us: Performs up to standard with the usual or reasonable amount of support, help and guidance from bosses and others <p>“A business is like an automobile, has to be driven, on order to get results” – B.C. Forbes</p> <p>Key Competencies: <i>Drive for Results, Priority Setting, Planning, Intellectual HorsePower</i></p>	<ul style="list-style-type: none"> Performs up to standard independently Takes minimal support from bosses and other sources and needs little unplanned guidance or help. Independent, self-starting Requires much less support than most other people or groups. 	<ul style="list-style-type: none"> As a proportion of support and time available, takes up a fair share. Can be counted on to meet and at times exceed goals successfully. Steadfastly pushes self and others for results. 	<ul style="list-style-type: none"> So driven to work independently that is an unreasonable loner Doesn’t want any help, goes own way and works on own objectives May waste time and resources working on the wrong things or the wrong way. Needs significantly more than average support and time from bosses and others to meet minimum standards Takes more maintenance and support than most people or groups to be able to contribute to standard Not much time left for bosses to support other people or groups. 	<ul style="list-style-type: none"> Avoids constructive feedback Avoids making decisions Avoids risk Doesn’t experiment Fear of failure Inexperienced Not bold or innovative Not self-confident Perfectionist Prefers structure

A Team is more powerful

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<ul style="list-style-type: none"> What it means for us: Getting work done through others. <p>“Tell me and I forget. Teach me and I remember. Involve me and I learn” – Benjamin Franklin</p> <p>Key Competencies: <i>Delegation, Developing Direct reports, and others, directing others, Informing, Managing and measuring work, Process Management</i></p>	<ul style="list-style-type: none"> Good at figuring out the processes necessary to get things done Knows how to organize people and activities Understands how to separate and combine tasks into efficient workflow Can see opportunities for synergy and integration where others can’t Gets more out of fewer resources 	<ul style="list-style-type: none"> Provides challenging and stretching tasks and assignments Holds frequent development discussions Is aware of each person’s career goals Constructs compelling development plans and executes them Pushes people to accept developmental moves Will take on those who need help and further development Cooperates with the developmental system in the organization Is a people builder. Good at establishing clear directions Maintains 2-way dialogue 	<ul style="list-style-type: none"> Tends to avoid debate or conflict. Focuses only on tasks and not the entire team or team members. Controlling. Only delegates task and not authority limiting growth in others. Prefers to select the talent rather than develop it. May create work inequities as challenging assignments are parceled out. Responds passively to change but does not drive it Overlooks opportunities to improve the customer experience or environment Complains about problems but is slow to recommend solutions 	<ul style="list-style-type: none"> Believe they don’t have the time for it They don’t know how to develop people Think it should be someone else’s responsibility to develop people. Impatient Inappropriate style Time management Inexperience