FAQ: The 16 Competencies: Defining Behaviors

This FAQ is an overview of the types of behaviors that define each of the 16 competencies.

1.   Displays High Integrity and Honesty

Behaviors Defining This Competency:

- Avoid saying one thing and doing another (i.e., walk the talk).
- Follow through on promises and commitments.
- Model the core values.
- Lead by example.
- Be trusted by others to "do the right thing" as it relates to other people.
- Be honest and ethical when dealing with others, especially when using company resources.
- Demonstrate ethical resolve in adverse circumstances.

2.   Technical/Professional Expertise Displays High Integrity and Honesty

Behaviors Defining This Competency:

- Stay up to date in the field.
- Demonstrate technical, functional, and job-specific knowledge required for assignments.
- Be sought out for opinions, advice, and counsel.
- Know the job well.
- Understand the technology and profession well.
- Make a significant contribution toward achieving team goals through knowledge and skills.
- Use technical knowledge to help team members troubleshoot problems.
- Develop credibility with teammates because of in-depth knowledge of issues or problems.

3.   Solves Problems and Analyzes Issues

Behaviors Defining This Competency:

- Collect data from multiple sources when solving a problem.
- Ask the right questions to obtain the information needed to size up a situation properly.
- Obtain accurate and crucial information as a basis for sound organization–wide decisions.
- Systematically evaluate information by using a variety of proven methods and techniques.
- Encourage alternative approaches and new ideas.
- Encourage others to seek and try different approaches for solving complex problems.
- See patterns and trends in complex data and use the patterns to outline a path forward.
- Coach others on how to analyze information to solve problems and make decisions.
- Clarify complex data or situations so that others can comprehend, respond, and contribute.
- Proactively share data with others to help them analyze situations.

4.   Innovates

Behaviors Defining This Competency:

- Consistently generate creative, resourceful solutions to problems.
- Constructively challenge the usual approach of doing things, and find new and better ways to do the job.
- Champion ingenuity at all levels.
- Generate creative solutions by bringing together the most talented people.
- Work to improve new ideas rather than discourage them.
- Come up with creative, resourceful solutions to problems.
- Create a culture of innovation and learning that drives individual development.
- Provide support and encouragement to others when they attempt to innovate—even when they fail.
- Integrate ideas and inputs from different sources to find innovative solutions.
- Build on other people's suggestions and ideas. (Doing so often leads to new approaches and improvements.)

5.   Practices Self-Development

Behaviors Defining This Competency:

- Seek feedback from others to improve and develop.
- Make constructive efforts to change and improve based on feedback from others.
- Constantly look for developmental opportunities.
- Continually develop depth and breadth in key competencies.
- Demonstrate a curiosity toward learning.
- Take ownership for your own development.
- Look for ways to build challenge into current assignments.
- Learn from both success and failure.
- Model self-development and embrace its value.

6. **Drives for Results**

Behaviors Defining This Competency:

- Aggressively pursue all assignments and projects until completion.
- Do everything possible to meet goals or deadlines.
- Consistently meet or exceed commitments.
- Follow through on assignments to ensure successful completion—don't lose interest before a project is completed.
- Build commitment in others for their individual and team objectives.
- Hold others accountable for achieving results.
- Lead or champion efforts to increase productivity and goal accomplishment throughout the organization.

7. **Establishes Stretch Goals**

Behaviors Defining This Competency:

- Generate agreement among group members on achieving aggressive goals.
- Build commitment with all employees on team goals and objectives.
- Foster the confidence of others that goals will be achieved.
- Promote a spirit of continuous improvement.
- Maintain high standards of performance.

- Set measurable standards of excellence for yourself and others in the work group.

8. **Takes Initiative**

Behaviors Defining This Competency:

- Volunteer for challenging assignments.
- Use discretionary time to help others uncover opportunities or solve problems.
- Go above and beyond what needs to be done without being told.
- Have the confidence to initiate action independently.
- Independently address unexpected problems or opportunities.
- Anticipate and respond to external threats or opportunities before they affect business performance.
- Model proactive behaviors.
- Take personal responsibility for outcomes.
- Be counted on to follow through on commitments.

9. **Communicates Powerfully and Prolifically**

Behaviors Defining This Competency:

- Communicate clearly and concisely.
- Deliver effective presentations and speeches.
- Give clear, understandable instructions to employees and others.
- Use strong writing and verbal skills to communicate facts, figures, and ideas to others.
- Skillfully communicate new insights.
- Help people understand how their work contributes to broader business objectives.
- Break down communication barriers between teams and departments.

10. **Inspires and Motivates Others to High Performance**

Behaviors Defining This Competency:

- Have a personal style that helps to positively motivate others.
- Energize people to go the extra mile.
- Skillfully persuade others toward commitment to ideas or action.

- Demonstrate a win-win mindset during negotiations or group decisions.
- Effectively exercise power to influence key decisions for the benefit of the organization.
- Employ different motivational strategies to influence the behavior of others.
- Lead people to accomplish goals more significant than they originally thought possible.
- Inspire others to support organizational priorities.
- Assemble coalitions and build informal, behind-the-scenes support for ideas.

(Statistically, this Differentiating Competency *is significantly correlated with more of the other* Differentiating Competencies *than any other. This suggests that becoming more effective at motivating and inspiring others will help leaders improve in all other competencies, and vice versa.)*

11. **Builds Relationships**
    Behaviors Defining This Competency:
- Be approachable and friendly.
- Establish rapport easily.
- Be trusted by work group members.
- Handle difficult situations constructively and tactfully.
- Deal effectively with people in order to get work accomplished.
- Balance concern for productivity and results with sensitivity for employees' needs or problems.
- Maintain and utilize relationships outside the company through which resources or information can be generated.

12. **Develops Others**
    Behaviors Defining This Competency:
- Act as a coach or mentor to facilitate learning from experience
- Foster a learning environment that encourages others to learn from their experience.
- Find stretch assignments individuals which require them to achieve significant but realistic goals.
- Give honest and candid feedback in a helpful way.
- Make the tough people decisions necessary to ensure current and future success.
- Create a development plan and works hard on acquiring new skills.
- Is open to feedback from others.
- Willingly give challenging, developmental goals.
- Willingly share his/her time to help others develop.
- Proactively share new ideas and job knowledge with others.

13. **Collaboration and Teamwork**
    Behaviors Defining This Competency:
- Promote a spirit of cooperation with other members of the work group.
- Champion an environment that supports effective teamwork.
- Have the trust and respect of the team.
- Develop cooperative working relationships with others in the company.
- Take into account how individual actions affect the team.
- Foster a climate of trust and respect within the team.
- Remove barriers to positive team performance.
- Proactively address conflicts and disagreements that affect team effectiveness.
- Model teamwork by working effectively with other leaders in the organization.
- Ensure that the work unit works well with other groups and departments.

14. **Develops Strategic Perspective**
    Behaviors Defining This Competency:
- Know how work relates to the organization's business strategy (line-of-sight connection).
- Balance the short-term and long-term needs of the organization.

- Demonstrate forward thinking about tomorrow's issues.
- Propose initiatives that become part of the organization's strategic plan.
- Clarify vision, mission, values, and long-term goals for others.
- Translate the organization's vision and objectives into challenging and meaningful goals for others.
- Ensure that work group goals are aligned with the organization's strategic goals and vision.
- Explain to others how changes in one part of the organization affect other organizational systems.
- Set and articulate a compelling vision for the organization.
- Continually communicate the highest-priority strategic initiatives to keep the leadership team focused on the right things.
- Ensure that all systems in the organization are aligned toward achieving the overall strategic goals.
- Lead organizational efforts that exploit the most highly leveraged business opportunities.

15. **Champions Change**
Behaviors Defining This Competency:
- Act as a change agent—strongly support the continual need to change.
- Become a champion for projects or programs, presenting them so that others support them.
- Be an effective marketer for work group projects, programs, or products.
- Energize others to want to change by pointing out the need for change.
- Encourage people to let go of old ways so new ways can begin.

- Let others know how change will positively affect them.
- Help teams and work groups translate new change goals into practical implementation steps.
- Champion organizational change initiatives in a way that helps people understand, appreciate, and support them.
- Help others overcome their resistance to change.
- Create a compelling case for change.
- Foster an organizational climate that creates business structures and systems for supporting change initiatives.
- Make sure people understand the links between change initiatives and the organization's strategic business direction.

16. **Connects the Group to the Outside World**
Behaviors Defining This Competency:
- Know how to deliver products or services that delight customers by meeting and exceeding their expectations.
- Use knowledge and feedback from an external perspective to improve products and services.
- View your work in the context (through the eyes) of the external customer.
- Help people understand how meeting customer needs is central to the mission and goals of the organization.
- Translate first-hand knowledge of customers into organizational strategy, goals, and direction.
- Demonstrate the ability to represent the work group to key groups outside the group or department.