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.

4. **Innovates**
   Behaviors Defining This Competency:
   - 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.

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.

8. Takes Initiative
   Behaviors Defining This Competency:
   • Set measurable standards of excellence for yourself and others in the work group.

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.
• 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.

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.

Support
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