

## Business Competencies

**Thought Leadership:** Thinks like they own it (it's theirs); analyzes, prioritizes and decides  
**Competency** **Development Activities**

Plans and Organizes

[Creates clear plans for self and others to ensure the work is completed efficiently]

Thinks Strategically

[Aligns with company objectives; understands & communicates the company's strategy]

Uses Seasoned Judgment

[Collects, analyzes & acts on relevant information making effective decisions; considers the impact of decisions on the company]

**Personal Leadership:** Manages self to lead by example

**Competency** **Development Activities**

Acts Courageously

[Despite personal risk, takes action to achieve company success]

Adapts to Change

[Flexible & open-minded to new demands and challenges; works effectively in ambiguous situations]

Develops Self

[Identifies & pursues personal development opportunities]

**People Leadership:** Partners with and develops others

**Competency**

**Development Activities**

Communicates Openly

[Transparent & open; communicates thoughts and ideas effectively verbally and non-verbally]

Builds Relationships

[Develops rapport by showing respect and concern for others regardless of differences]

Collaborates

[Involves others in shaping plans and decisions that impact them; contributes to the work of the company]

Engages and Inspires

[Contributes to an environment in which others can do their best; recognizes others' contributions]

Develops Others

[Identifies & develops talent]

**Results Leadership:** Gets the job done; achieves objectives at a minimum

**Competency**

**Development Activities**

Puts the Client First

[Relentlessly solutions focused]

Drives for Results

[Sets high standards of performance; holds self & others accountable; spends resources wisely]