



Polaris®

Competency Model Card Set

LEADERS | MANAGERS | PROFESSIONALS



"Begin with the end in mind."

- STEPHEN R. COVEY

★ COMMUNICATIONS *Facilitating Information Exchange*

Active Listening	01
Communicativeness	05
Informal Communication	19
Presentation Skills	28
Written Communication	41

CONCEPTUAL *Thinking, Analyzing, Using Intuition*

Business Thinking	03
Creativity	08
Learning Agility	23
★ Problem Solving & Decision Making	29
Self-Objectivity	33

CONTEXTUAL *Knowing the Operating Environment*

Customer Orientation	09
Functional/Technical Expertise	14
Global Mindset	15
Industry Knowledge	17
Organization Knowledge	25

INTERPERSONAL *Working Well with Others*

Assertiveness	02
Conflict Management	07
Diplomacy	11
★ Relationship Building	30
Sensitivity	34
Team Player	38

LEADERSHIP *Providing Direction and Inspiring*

Change Agility	04
★ Influence	18
Leader Identification	22
Mission Focus	24
Risk-Taking	32
Strategic Thinking	35
Visioning	40

MANAGEMENT *Optimizing Talent and Resources*

Delegation	10
Financial Acumen	13
★ Organizing & Planning	26
Talent Development	36
Team Management	37
Technology Savvy	39

PERSONAL *Core Intrinsic Qualities*

Composure	06
★ Drive/Energy	12
High Standards	16
Initiative	20
Integrity	21
Positive Impact	27
Results Orientation	31

DEFINITION

Effective performers are skilled at directing, persuading, and motivating others. They are able to flex their style to direct, collaborate, or empower, as the situation requires. They have established a personal power base built on mutual trust, fairness, and honesty.

EFFECTIVE PERFORMERS...

- motivate, persuade, and excite others.
- adjust style to fit situation (direct, persuade, empower).
- have presence, confidence, style.
- maintain a personal power base (honest, fair, open).

TO WHAT EXTENT DOES THIS INDIVIDUAL...

- demonstrate the ability to direct, support, or empower as the situation warrants?
- build trust through fairness, honesty, and openness?
- demonstrate the ability to persuade and motivate others to meet standards and achieve objectives?

Individuals with too little or too much of this competency can be perceived as...

TOO LITTLE

- Passive
- Deferential
- Powerless

TOO MUCH

- Manipulating
- Dominating
- Controlling

TIPS

- Be aware that not all influence is intentional: as a leader you are always on stage.
- Influence is built on the personal power sources of expertise, integrity, and compelling communications.
- To get positive performance, approach challenges with a positive attitude – expectations color outcomes.

INTERVIEW QUESTIONS

- Describe a situation when you had to persuade your peers, or people over whom you had no positional authority.
- Tell us about a time when you had great difficulty motivating an individual or group. How did you modify your tactics? Were you ultimately successful?

“Leadership is the art of getting someone else to do something you want done because he wants to do it.”

— DWIGHT D. EISENHOWER