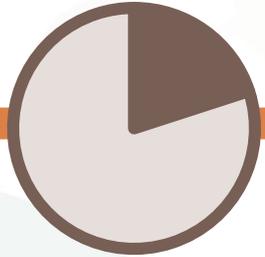
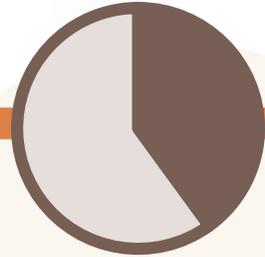


Competency levels



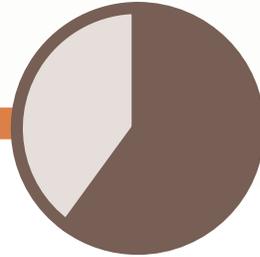
New & emerging

Has fundamental knowledge and occasionally demonstrates the competency.



Building

Demonstrates the competency regularly, with occasional support.



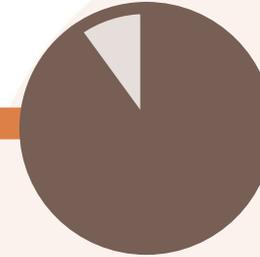
Proficient

Consistently and independently demonstrates the competency.



Expert

Is a role model of the competency who proactively coaches others.



Strategist

Is a recognized expert of the competency who inspires others and provides thought leadership to shape and evolve the competency.

Expected competency levels vary with career stage

Has collected a **variety of experiences** across a number of business functions, product lines, and business cycles

Thinks systematically about how various business functions interact and impact each other; understands how the **business functions work together** to deliver for the customer

Makes decisions that optimize **total business performance**, not just one function or team

Reaches across functional and team boundaries to **connect and influence**

Understands the **internal ecosystem** - products, operating targets, financials, etc. - and infuses knowledge into decisions and strategies that impact performance

Understands the **external ecosystem** - competitors, markets, industry trends, etc. - and infuses knowledge into decisions and strategies that impact performance

Understands **what customers value** and champions customer-centric decision-making

Synthesizes broad business knowledge into thought leadership and **unique strategies**– creates new plays



Thinks systematically and leads horizontally to make decisions and generate unique strategies that optimize business performance



Develops **operating rhythms**, key indicators, processes and metrics to measure performance

Sets clear, measurable **targets** for self and others

Keeps a **pulse on operations** without being involved in all the details, all the time

Instinctively knows when to collect opinions and when to make **decisions**

Develops operating mechanisms, manages organizations effectively and delivers flawlessly, without being in all the details, all the time

Delivers on personal commitments and holds team **accountable** to deliver

Constantly seeks ways to **improve** efficiency, productivity and quality

Understands the importance of **structuring teams** for success and plays an active role in organization design

Demonstrates a passion for attracting, coaching, developing, recognizing and retaining **talent**

Leverages varied strengths within a diverse team and provides clear **feedback** – positive and constructive - to optimize contributions and outcomes

Provides context, vision and information to help others connect to the **broader picture** - explains the “why” behind the “what”

Creates a positive, **engaging climate** in which people enjoy working

Communicates a **clear vision**, then sets priorities and empowers others to deliver

Allows him/herself to be **vulnerable** and reveals his/her human side

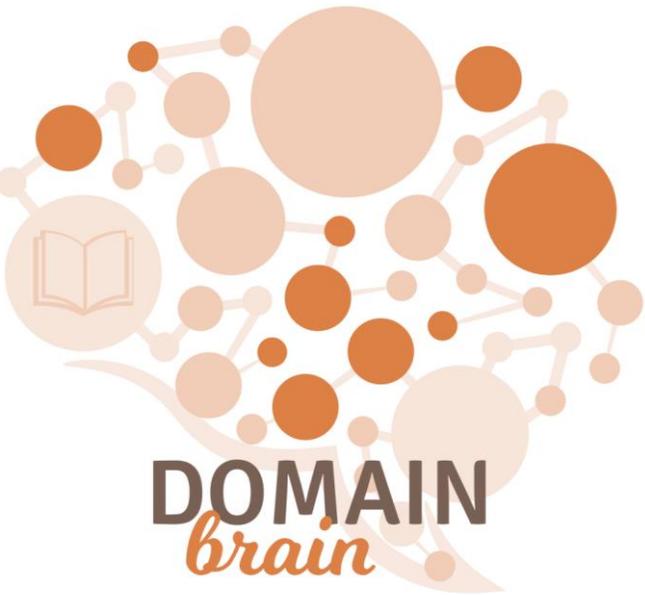
Creates **genuine personal connections** and trusting relationships at all levels, demonstrates compassion and cares for the well-being of others

Recognized as the kind of leader for whom others want to work - a “**talent magnet**”

Understands the impact of **emotions** on relationships; is able to recognize, harness and regulate his/her own emotions and the emotions of others



Develops people and talent as individuals and as a group, creates an engaging environment that inspires success, and leads with emotional intelligence & executive presence



Builds a strong foundation of functional and product knowledge, combined with humility and curiosity, to fuel a hunger for continuous learning and debate

Recognized as an **expert** within the professional community in his/her domain

Leverages domain expertise to provide **technical guidance** and coaching to others

Makes **sound decisions** on domain topics, based on depth of expertise

Demonstrates **curiosity** for continuous education - never stops learning

Recognizes own strengths and limitations, welcomes feedback and ideas and is willing to **learn from others** at any level

Generates **debate and dialog** on technical/domain topics

Remains open to new possibilities and **divergent thinking** within the domain