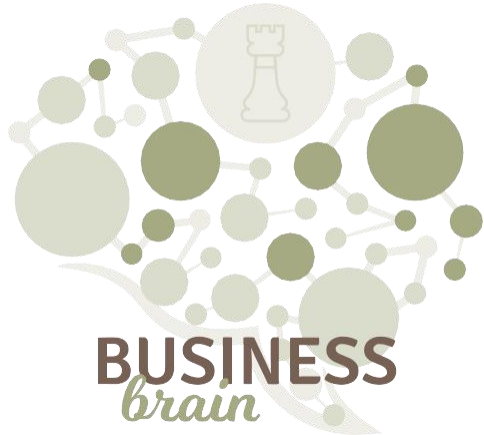


Four BOLD Brains



BUSINESS
brain

Utilizes broad ecosystem knowledge to think systematically, lead horizontally and generate unique strategies that optimize total business performance.



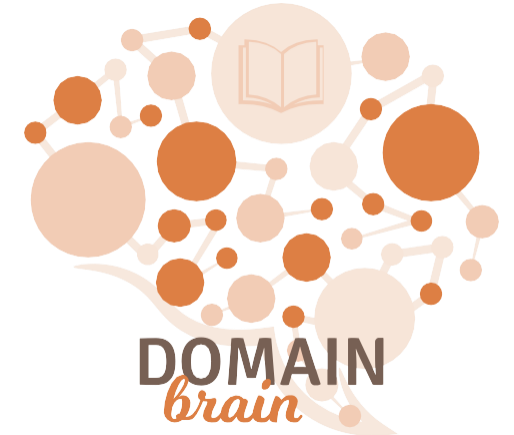
OPERATING
brain

Develops operating and decision-making mechanisms to deliver flawlessly and drive continuous improvement - without being in all the details, all the time.



LEADERSHIP
brain

Develops talent as individuals & as a group, creates an engaging environment that inspires success & communicates with emotional intelligence.



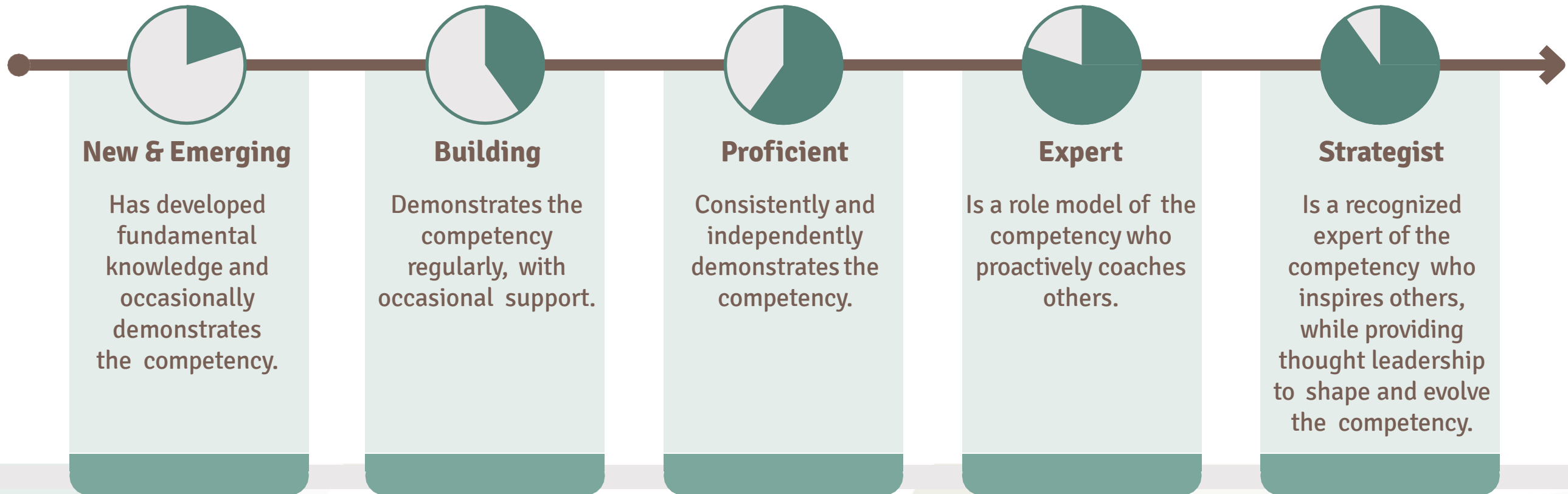
DOMAIN
brain

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

Assess your BOLD competencies

Utilize the definitions and tools on the following pages to complete a self-assessment of your current BOLD competencies. You can also use the tool to request 360 feedback from leaders, peers, and/or direct reports, which will provide you with a well-rounded view of your current competency level. Remember that BOLD competency expectations vary by career stage, so don't be concerned if you're not an Expert or Strategist (yet) in one or more BOLD Brains!

Competency levels



BUSINESS *brain*



Utilizes broad ecosystem knowledge to think systematically, lead horizontally and generate unique strategies that optimize total business performance.

Fill in the bubble in the column that best describes your current skill level for each competency. You can use this assessment to collect 360 feedback from others as well.

Deliberately **collects experiences** across varied business functions, product lines and business cycles to gain perspective and insight.

Collaborates with cross-functional peers and **refuses to tolerate siloed thinking or behavior**; Demonstrates boundaryless leadership by making decisions that **optimize performance for the total business**, not just one function or team.

Understands the **internal ecosystem** - how various business functions interact, impact each other and work together to deliver for the customer - and infuses that knowledge into decisions and strategies that drive performance.

Understands the **external ecosystem** - how customers, competitors, markets, industry trends, disruptive technologies and other external factors impact success - and infuses that knowledge into decisions and strategies that drive performance.

Speaks fluently in numbers, navigates core financial statements with ease and maintains current knowledge of performance against financial targets.

Correlates business strategy and financials, then **draws informed conclusions on fiscal matters** that add economic value to the company.

Champions outward decision-making, drives for competitive differentiation and relentlessly prioritizes **customer success** - even when doing so challenges internal metrics.

Synthesizes broad internal and external and ecosystem knowledge into **unique, winning strategies**; is known for generating innovative solutions.

	New/Emerging	Building	Proficient	Expert	Strategist
	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
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My self-assessment - An intuitive and honest read of your current level of competency

<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
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OPERATING *brain*



Develops operating and decision-making mechanisms to deliver flawlessly and drive continuous improvement - without being in all the details, all the time.

Fill in the bubble in the column that best describes your current skill level for each competency. You can use this assessment to collect 360 feedback from others as well.

	New/Emerging	Building	Proficient	Expert	Strategist
Develops operating rhythms, processes and metrics to measure and drive performance ; keeps a pulse on operations without being in all the details, all the time.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Delivers on personal commitments and holds others accountable to deliver ; advocates and demonstrates a strong say:do ratio.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Identifies the “vital few” priorities then sets clear, measurable targets - for self and others - that drive steady progress toward long-term goals.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Generates and evaluates alternative solutions, makes data-driven decisions, then implements action plans with a level of urgency, speed and agility that out-maneuvers others.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Constantly seeks ways to improve efficiency , productivity and quality; champions simplicity and resists bureaucracy with a rebellious spirit.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Implements feedback loops that allow issues to surface - without fear of reprisal - then takes swift action to develop and execute root-cause corrections .	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Advocates and models a “ run it like you own it ” focus on cost and cash; ensures each team member understands his/her ability to impact the bottom line.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Allocates and reallocates resources quickly and efficiently; redeploys workload, people and capital to maximize talent and business impact as needs change.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Manages one’s calendar with intent, focuses deliberately on what matters and reserves time to build and exercise all four BOLD Brains.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Total number of filled bubbles in each column	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
My self-assessment – An intuitive and honest read of your current level of competency	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

LEADERSHIP *Brain*



Develops talent as individuals & as a group, creates an engaging environment that inspires success & communicates with emotional intelligence.

Fill in the bubble in the column that best describes your current skill level for each competency.
You can use this assessment to collect 360 feedback from others as well.

INDIVIDUAL

LEADERSHIP & ORGANIZATIONAL

Understands the impact of emotions on relationships; employs self-awareness and empathy to recognize, harness and regulate his/her own actions and emotions, as well as the emotions of others.
Creates genuine personal connections and trusting relationships at all levels; demonstrates compassion and cares for the well-being of others.
Provides timely and candid feedback - both positive and constructive - in a caring way that inspires others to grow & develop.
Creates a positive, engaging and rewarding climate in which people enjoy working; recognized as a “talent magnet” for/with whom others want to work.
Exemplifies a deep-rooted conviction that people matter; develops detailed plans to attract, develop, reward and retain talent with passion and purpose.
Shares context, vision and purpose - often, and in varied formats - to inspire, inform and confirm understanding ; connects others to the broader picture by explaining the “why” behind the “what.”
Empowers others to deliver on priorities, and dedicates time coach, guide and support along the way; ignites “personal best” performance in others.
Leverages the varied and diverse strengths within a team to optimize individual contributions and maximize business outcomes.
Actively develops purposeful organization designs that align with and reinforce business goals; proactively refreshes team structures, roles and competencies as business needs evolve.

New/Emerging	Building	Proficient	Expert	Strategist
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Total number of filled bubbles in each column

My self-assessment – An intuitive and honest read of your current level of competency

DOMAIN *brain*



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

Fill in the bubble in the column that best describes your current skill level for each competency. You can use this assessment to collect 360 feedback from others as well.

WHAT YOU KNOW

HOW YOU LEARN & ADAPT

Builds a strong foundation of **subject matter expertise** and is sought out for domain guidance within his/her professional community.

Provides domain **guidance and coaching** to others; encourages and facilitates open knowledge sharing.

Makes **sound domain decisions** based on depth of experience, data analysis, wisdom and judgement; considers external input and alternative approaches to find the best possible solution.

Constantly seeks to expand domain knowledge and willingly discards outdated mental models, demonstrates **confident curiosity to learn** from others and refuses to declare oneself an “expert.”

Embraces change and adjusts to each “new normal” with positive outlook, grace and gusto; views challenge, discomfort and criticism as inspiration to grow and encourages others to do the same.

Encourages and **supports experimentation** as a means to innovation and advancement; creates opportunity for and celebrates “productive failure.”

Remains open to new possibilities and divergent thinking; **welcomes dissent, debate and dialog** to challenge what he/she presumes to know.

Decouples expertise from ego; **accepts not having all the answers**, openly seeks help and courageously admits mistakes.

New/Emerging

Building

Proficient

Expert

Strategist



Total number of filled bubbles in each column

My self-assessment – An intuitive and honest read of your current level of competency

