



# **BOLD**

Career Compass

## **Self-Asseessment**

# Four BOLD Brains

## STRATEGIZE



**BUSINESS**  
*brain*

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

## GET STUFF DONE



**OPERATING**  
*brain*

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

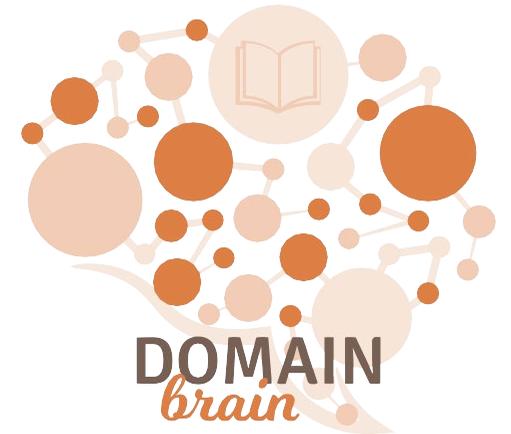
## LEAD & CONNECT



**LEADERSHIP**  
*brain*

Exemplifies a deep-rooted conviction that people matter and creates an engaging climate that inspires others to deliver their personal best.

## KNOW & LEARN

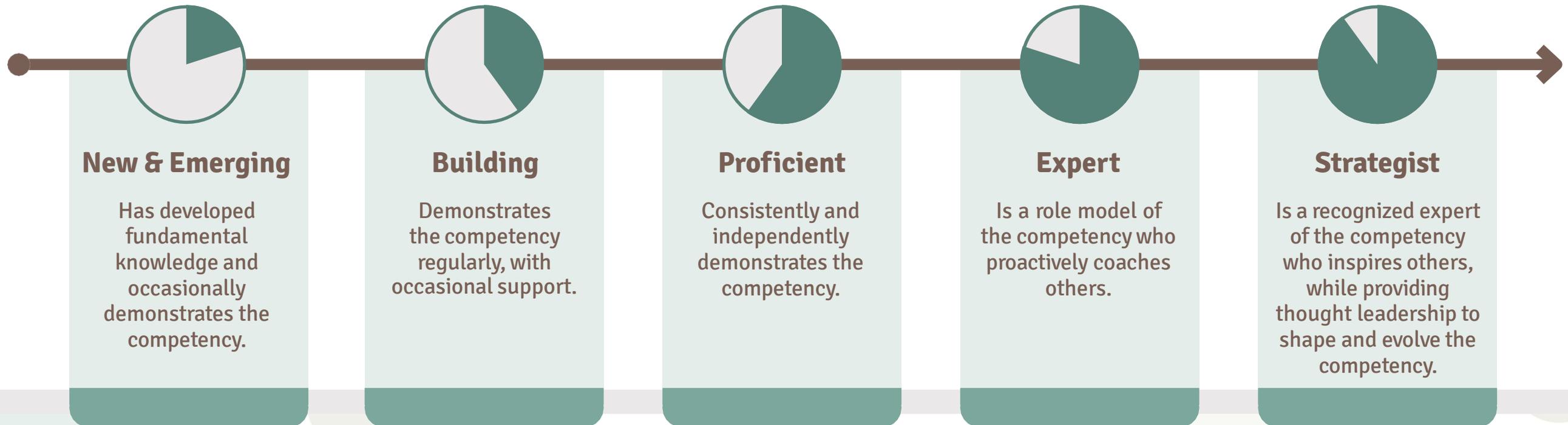


**DOMAIN**  
*brain*

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

# Proficiency Levels

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!



# BUSINESS *brain*



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

	New/ Emerging	Building	Proficient	Expert	Strategist
<b>Organizational Empathy:</b> Deliberately collects experiences across varied business functions, product lines and business cycles to gain perspective and insight.	<input type="radio"/>				
<b>Horizontal Leadership:</b> 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.	<input type="radio"/>				
<b>Internal Ecosystem:</b> Understands 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.	<input type="radio"/>				
<b>External Ecosystem:</b> Understands 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.	<input type="radio"/>				
<b>Financial Literacy:</b> Speaks fluently in numbers, navigates core financial statements with ease and maintains current knowledge of performance against financial targets.	<input type="radio"/>				
<b>Cost Focus:</b> 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"/>				
<b>Business Acumen:</b> Correlates business strategy and financials, then draws informed conclusions on fiscal matters that add economic value to the company.	<input type="radio"/>				
<b>Customer Value:</b> Champions outward decision-making, drives for competitive differentiation and relentlessly prioritizes customer success.	<input type="radio"/>				
<b>Thought Leadership:</b> Synthesizes broad internal and external and ecosystem knowledge into unique, winning strategies; is known for generating innovative solutions.	<input type="radio"/>				

# OPERATING *brain*



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

	New/ Emerging	Building	Proficient	Expert	Strategist
<b>Operating Rigor:</b> 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"/>				
<b>Responsibility:</b> Delivers on personal commitments and holds others accountable to deliver; advocates and demonstrates a strong say:do ratio.	<input type="radio"/>				
<b>Execution Focus:</b> 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"/>				
<b>Bias for Action:</b> Generates and evaluates alternative solutions, then implements action plans with a level of urgency, speed and agility that out-maneuvers others.	<input type="radio"/>				
<b>Simplicity:</b> Constantly seeks ways to improve efficiency, productivity and quality; champions simplicity and resists bureaucracy with a rebellious spirit.	<input type="radio"/>				
<b>Root Cause Correction:</b> Implements feedback loops that allow issues to surface - without fear of reprise - then takes swift action to develop and execute root-cause corrections.	<input type="radio"/>				
<b>Resource Management:</b> Allocates and reallocates resources quickly and efficiently; redeploys workload, people and capital to maximize talent and business impact as needs change.	<input type="radio"/>				
<b>Time Management:</b> 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"/>				

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## 5 OVERALL ASSESSMENT



# LEADERSHIP *brain*



Exemplifies a deep-rooted conviction that people matter and creates an engaging climate that inspires others to deliver their personal best.

	New/ Emerging	Building	Proficient	Expert	Strategist
<b>Platinum Leadership:</b> Seeks to understand others' unique differences, then adjusts communication, interaction and approach to ignite "personal best" performance.	<input type="radio"/>				
<b>Transparency:</b> Communicates 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."	<input type="radio"/>				
<b>Radical Candor:</b> Provides timely and candid feedback - both positive and constructive - in a caring way that inspires others to grow and develop.	<input type="radio"/>				
<b>Development:</b> Empowers others to deliver on priorities and achieve career aspirations with clear goals, coaching, guidance and support.	<input type="radio"/>				
<b>Connection &amp; Care:</b> Creates genuine personal connections and trusting relationships at all levels; practices emotional intelligence and cares for the well-being of others.	<input type="radio"/>				
<b>Inclusion &amp; Allyship:</b> Embraces diversity as a source of competitive advantage; a vocal champion of individual and team inclusion who serves as a courageous ally to others.	<input type="radio"/>				
<b>Appreciation:</b> Recognizes and values a variety of contributions –performance, behaviors, milestones and ideas – with timely, specific and personalized gestures that create memorable moments.	<input type="radio"/>				
<b>Talent Optimization:</b> Leverages the varied and diverse strengths within a team to optimize individual contributions and maximize business outcomes; proactively refreshes team structures, roles and competencies as business needs evolve.	<input type="radio"/>				

## 6 OVERALL ASSESSMENT



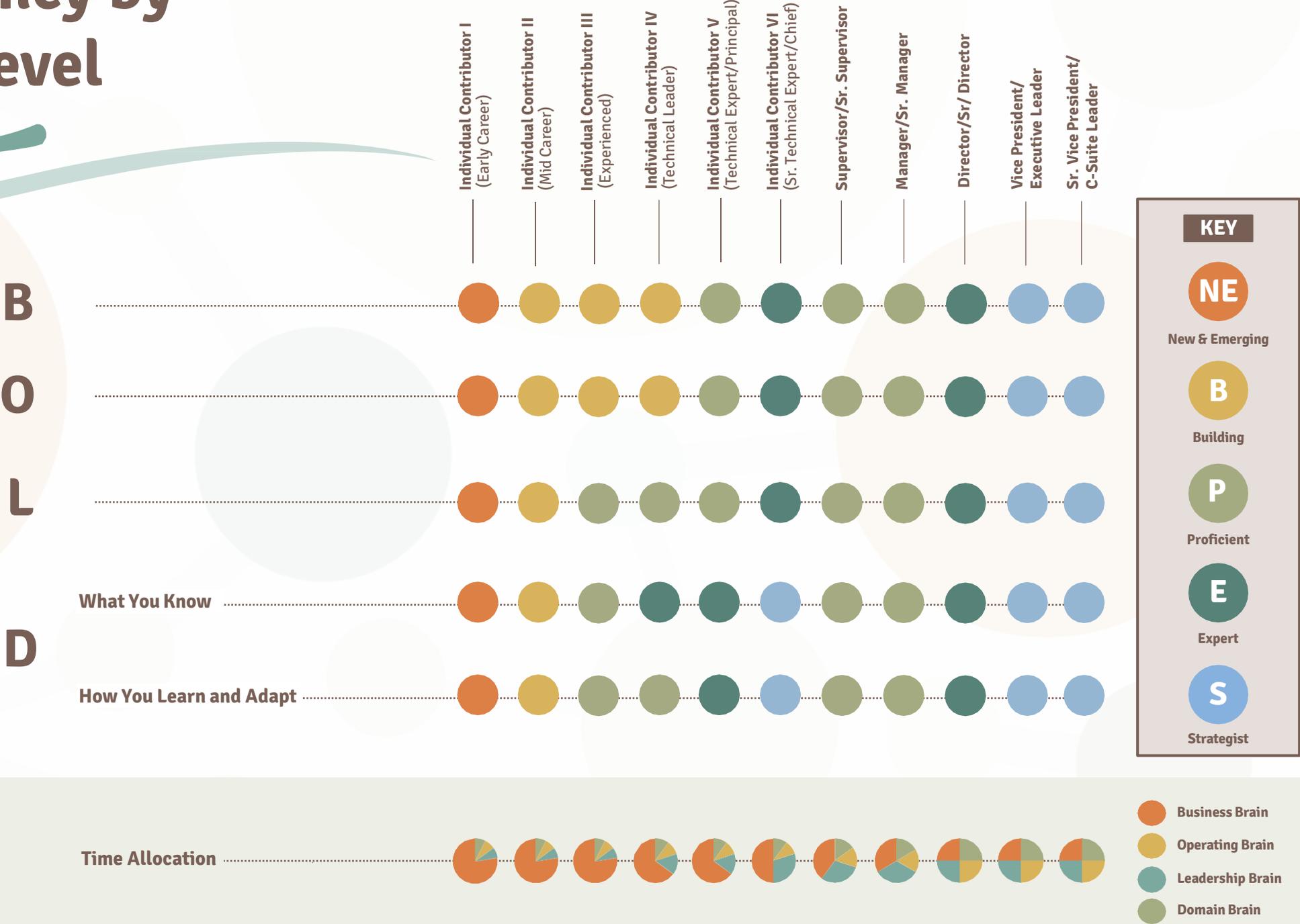
# DOMAIN *Brain*



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

		New/ Emerging	Building	Proficient	Expert	Strategist
<b>What You Know</b>	<b>Domain Expertise:</b> Builds a strong foundation of subject matter expertise and is sought out for domain guidance within his/her professional community.	<input type="radio"/>				
	<b>Knowledge-Sharing:</b> Provides domain guidance and coaching to others; encourages and facilitates open knowledge sharing.	<input type="radio"/>				
	<b>Decision-Making:</b> 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.	<input type="radio"/>				
<b>How You Learn &amp; Adapt</b>	<b>Continuous Learning:</b> 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.”	<input type="radio"/>				
	<b>Adaptability:</b> Embraces change and adjusts to each “new normal” with positive outlook, grace and grit; views challenge, discomfort and criticism as inspiration to grow and encourages others to do the same.	<input type="radio"/>				
	<b>Experimentation:</b> Encourages and supports experimentation as a means to innovation and advancement; creates opportunity for and celebrates “productive failure.”	<input type="radio"/>				
	<b>Divergent Thinking:</b> Remains open to new possibilities and divergent thinking; welcomes dissent, debate and dialog to challenge what he/she presumes to know.	<input type="radio"/>				
	<b>Technical Humility:</b> Decouples expertise from ego; accepts not having all the answers, openly seeks help, leans on experts and courageously admits mistakes.	<input type="radio"/>				

# Proficiency by career level



# Prepare for the future



BOLD Brain	Current proficiency level	Target proficiency level	Focus area
BUSINESS 			
OPERATING 			
LEADERSHIP 			
DOMAIN 			

# My BOLD Career Compass Plan

## COMPETENCIES TO DEVELOP

## DEVELOPMENT PLANS | Experience, Exposure & Education

**Business**  
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**Operating**  
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**Leadership**  
*brain*

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**Domain**  
*brain*

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# BOLD

Career Compass

*your guide to growth*