



BOLD Career Compass™

Self-Assessment

Four BOLD Brains

STRATEGIZE



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

GET STUFF DONE



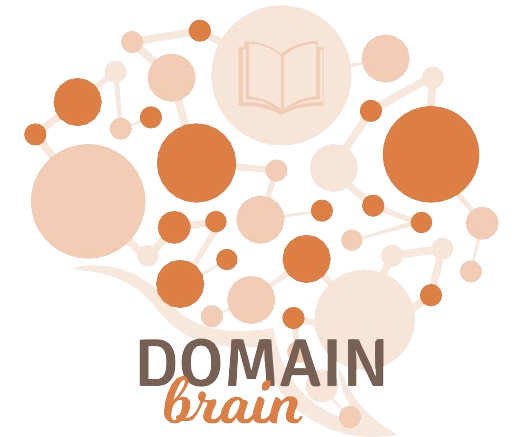
Develops operating and decision-making mechanisms to deliver flawlessly and drive continuous improvement - without being in all the details, all the time.

LEAD & CONNECT



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

KNOW & LEARN

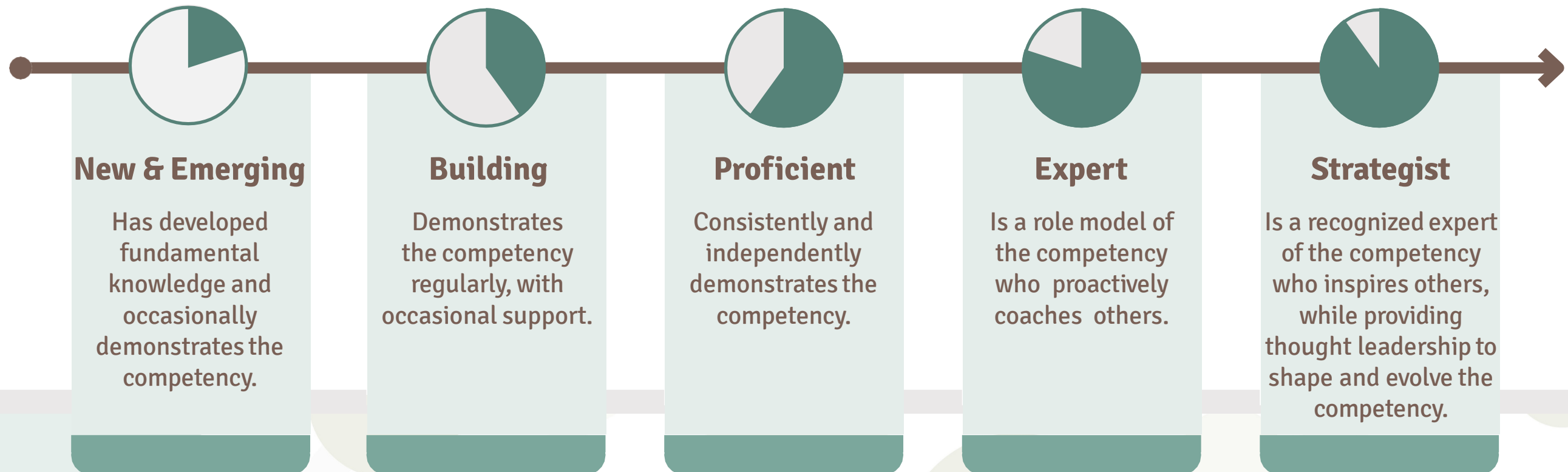


Combines a strong foundation of functional and product knowledge with humility and curiosity, to fuel a hunger for continuous learning and debate.

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 proficiency.

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.

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

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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.

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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.

Delivers on personal commitments and holds others **accountable to deliver**; advocates and demonstrates a strong say:do ratio.

Identifies the “vital few” priorities then sets **clear, measurable targets** - for self and others - that drive steady progress toward long-term goals.

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.

Constantly seeks ways to **improve efficiency**, productivity and quality; **champions simplicity** and **resists bureaucracy** with a rebellious spirit.

Implements feedback loops that allow issues to surface - without fear of reprise - then takes swift action to develop and execute **root-cause corrections**.

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.

Allocates and reallocates resources quickly and efficiently; **redeploys workload, people and capital** to maximize talent and business impact as needs change.

Manages one’s calendar with intent, **focuses deliberately on what matters** and reserves time to build and exercise all four BOLD Brains.

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LEADERSHIP *brain*



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

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INDIVIDUAL	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.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Creates genuine personal connections and trusting relationships at all levels; demonstrates compassion and cares for the well-being of others.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Provides timely and candid feedback - both positive and constructive - in a caring way that inspires others to grow and develop.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Creates a positive, engaging and rewarding climate in which people enjoy working; recognized as a “talent magnet” for/with whom others want to work.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
TEAM	Exemplifies a deep-rooted conviction that people matter; develops detailed plans to attract, develop, reward and retain talent with passion and purpose.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	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.”	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
ORGANIZATIONAL	Empowers others to deliver on priorities, and dedicates time coach, guide and support along the way; ignites “personal best” performance in others.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Leverages the varied and diverse strengths within a team to optimize individual contributions and maximize business outcomes.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Actively develops purposeful organization designs that align with and reinforce business goals; proactively refreshes team structures, roles and competencies as business needs evolve.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
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DOMAIN *brain*



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

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WHAT YOU KNOW

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.”

HOW YOU LEARN & ADAPT

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.

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About Erika Migliaccio

Career Sherpa & Managing Founder

Upstream HR Strategies



Erika Migliaccio

Erika spent 20 years as an Executive HR Leader at General Electric. Over her years at GE, Erika made the trek up career mountain as an individual, promoted to Executive by age 30, as a coach and as a decision-maker. She realized that by experiencing the career journey from multiple angles, she had a unique perspective. She felt equipped and obligated to become a better “Career Sherpa,” and now focuses her work on equipping others to blaze their BOLD path to career success, utilizing the BOLD Career Compass: a powerful and practical tool that guides individuals and organizations as they navigate the complex path of professional development.



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