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Competencies 2.0

The 7 Expectations for Achieving Excellence:

Items and Descriptions

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Competencies 2.0: The Seven Expectations for Achieving Excellence

- **Build Relationships**
  - Establish connections with others to build trust, share ideas, and accomplish work.
- **Develop People**
  - Help others become more effective through strengths, expectations, encouragement, and coaching.
- **Lead Change**
  - Recognize that change is essential, set goals for change, and lead purposeful adaptations to work that align with a stated vision.
- **Inspire Others**
  - Encourage others through positivity, vision, confidence, challenge, and recognition.
- **Think Critically**
  - Seek information, critically evaluate information, apply knowledge, and solve problems.
- **Communicate Clearly**
  - Listen, share information concisely with purpose, and be open to opinions.
- **Create Accountability**
  - Identify the consequences of actions and hold self and others responsible for performance.

Items and Descriptions

Build Relationships

Person to person relationships are essential for anything to get accomplished in an organization. Relationships connect managers and direct reports as well as peers to peers, and together work gets done. Everything depends upon trust being shared. Relationships encourage cooperation between people who work together. That mutual commitment provides not only work but emotional support being given one to another.

Item	Theme
• Always builds trust with others	(***trust***)
• Gets work done with others	(***collaboration***)
• Gets people to support one another*****	(***support***)

Develop People

People need to feel that they are growing and becoming more effective at what they do. Everyone, coworkers as well as managers can contribute to another person's development. Helping someone know how they are doing a job is essential feedback. Encouragement, advice, and challenge enables them to strive and improve. Pointing out and building on another person's strengths establishes the best path for development to take. When it comes to developing people everyone has a role to play.

Item	Theme
• Provides meaningful feedback to me	(***meaningful feedback***)
• Encourages the development of colleagues*	(***develop others***)
• Helps me use my strengths more effectively	(***develop strengths***)

Lead Change

Nothing stands still and it is better to run toward the future than be left behind. Leading change is not just a manager's job; everyone is impacted by change and so everyone can contribute to it. Being open rather than closed to change means to look ahead and visualize how things can be done better. Leading change requires initiative to be taken, and people need to actively support these efforts. To sustain the advancements made through change, people need to help others adapt to new objectives and work toward the future.

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Item	Theme
• Always anticipates where improvements can be made	(***see need for change***)
• Initiates and supports necessary changes*	(***initiate and support change***)
• Helps others adapt to changing objectives	(***adaptability***)

Inspire Others

Attaining excellence depends on inspiration. Positive encouragement increases a sense of purpose that elevates and sustains effort. Regardless of one's role there is the opportunity to praise another person for the good work they performed, and to help them know they matter because of it. Helping others gain a clearer picture of what good things could be achieved by their hands increases self-confidence and optimism. Inspiring others in this manner also builds enthusiasm for what is yet to be done and accomplished.

Item	Theme
• Gives me recognition for good work	(***recognition***)
• Provides me with a good vision for what can be achieved	(***vision***)
• Builds enthusiasm for the future*	(***build enthusiasm***)

Think Critically

Every job benefits from thoughtfulness and better decision making. Large or small, there are options about what to do and for each decision there are always consequences. Being intentional about taking any action depends upon thinking first. Evaluating what is occurring and anticipating what could happen can improve the outcome of any action. There should be a good reason for everything and explaining the reasons of why a decision was made helps others understand the larger picture.

Item	Theme
• Always evaluates the facts and likely consequences of decisions	(***decide***)
• Makes well thought out decisions*	(***evaluate***)
• Clearly and succinctly explains why decisions are made	(***explain***)

Communicate Clearly

Communication is the life blood of an organization. There is no role where it does not matter. Beyond sharing information, generating ideas and conveying purpose, communicating enables people to feel connected and able to collaborate. Keeping each other informed is important for everyone. Signaling to others that their opinions matter and encouraging the sharing of concerns and ideas brings new thought into the organization.

Item	Theme
• Keeps me informed about what I need to know*	(***communicate***)
• Is open to the opinions of other people	(***listen***)
• Encourages me to share ideas, questions, and concerns	(***encourage ideas***)

Create Accountability

While the scope of accountability varies, there is no job where irresponsibility is without consequence. Delivering on expectations is the essence of successful performance. Expectations create opportunity and establish goals. Accountability to expectations helps people to monitor behavior and follow through. Setting clear expectations helps everyone. Being held accountable encourages each person's best effort. Without accountability responsibilities are less real but because of accountability high performance can be attained.

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Item	Theme
• Sets clear expectations	(***set expectations***)
• Holds everyone responsible for exceptional performance*	(***hold others accountable***)
• Never fails to deliver their best, every time	(***hold self accountable***)

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