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Competencies 2.0

Role Definitions

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Competencies 2.0: The Seven Expectations for Achieving Excellence

Purpose

The workplace is becoming increasingly complex. Rapid changes in how we do work are driven by technology, globalization, flexible work environments, matrix teams, and shifting marketplace demands. Organizations are constantly seeking ways to evolve their culture, environments, ways of working, and expectations of employees to meet these demands. Often, this exhaustive effort to help employees identify all of the activities that should be done on the job results in a long list of job expectations from performance goals to competency models to organizational values to service standards to the organization's mission.

In an effort to bring focus and clarity to the actions that matter most in the changing workplace, Gallup studied more than 550 roles and 360 unique competencies to identify the most essential organizational competencies required for achieving excellence in any role. While there are many different types of jobs in the world, requiring the performance of very different tasks, the research revealed seven global dimensions to which nearly all important competencies can be linked. Gallup found substantial commonality in "how" work gets successfully accomplished across various roles, which can be thought of as global organizational expectations for today's workforce.

Gallup's "Seven Expectations for Achieving Excellence" help organizations align each and every employee on the behaviors that define a high performance workplace. They also help employees better understand how to tap their own potential, become a better teammate, and serve the purpose of their organization.

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.

The Seven Expectations in Action

Helping employees understand "how" each of these expectations drives success in their role, on their team, and at their organization is critical to the development of each employee and the organization as a whole. The Seven Expectations will look somewhat different across roles and organizations. Certain expectations will be more critical and more frequently needed depending on the nature of the work.

For instance, executive leaders are likely to have more extensive expectations around inspiring others and leading change than employees in other roles. In contrast, people managers may have higher expectations for developing others. Moreover, each employee may approach the Seven Expectations somewhat differently depending on their natural talents.

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However, the key to success is the process of honing what the expectations mean for each person and how they can grow in the expression of these key actions. The seven expectations serve as a guiding light for this learning process. After all, if you can't measure excellence, it's hard to describe it to people, and if you can't teach or manage to excellence, it's difficult for organizations to improve. The following table illustrates how each of the 7 expectations can be developed and achieved for three key types of roles: leaders, managers, and individual contributors.

Competency	Leader	Manager	Individual
Build Relationships	***A leader who is 'exceptional' at building relationships:*** Establishes recognizable presence in the market place; connects with other business leaders; builds networks and alliances that advance the enterprise in their market; connects broadly internally getting past role/title and establishes a sense of unity that encourages professional and personal commitment to create a bond; puts a face and personality to the leader role that people inside and outside the company can see — a real person, accessible and more likely to hear the truth from others within the organization; encourages people to follow because they believe they know the leader.	***A manager who is 'exceptional' at building relationships:*** Manages people, not just timelines or numbers; connects with team members on a personal level and learns who they really are as individuals; builds trust and mutual awareness with others; knows what skills each person possesses; builds bonds of loyalty; values direct reports — not just nameless, replaceable widgets; enables more candid conversations; encourages greater commitment and effort from direct reports who will work harder to meet expectations of a manager who knows and cares about them; fosters peer-to-peer effectiveness; helps people connect with each other to improve information sharing, coordination, problem solving, accountability and overall cooperation.	***An individual contributor who is 'exceptional' at building relationships:*** Forges friendships with coworkers that improve the quality and enjoyment of each work day; makes an effort to understand coworkers' responsibilities and helps when needed; makes an effort to create an engaging work environment; builds constructive working relationships so mistakes can be recognized with less apprehension and less defensiveness because peers care for each other and people feel included; success or effort are recognized and celebrated so that real teamwork results; people can ask for help with what they need or don't know, which enhances the overall work experience.

Develop People	***A leader who is 'exceptional' at developing people:*** Creates an organization that is stable so people can imagine their future there; sets goals that challenge others and reward greater accomplishment; recognizes achievements; creates opportunities for promotion as well as professional and personal growth; establishes opportunities for people; builds a culture of success by identifying talent; strives to not waste people's potential; sees work as a way for people to become all they can be; grows the company to create more opportunities to expand their greatest resource — the human potential of their workforce.	***A manager who is 'exceptional' at developing people:*** Realizes they manage people not just keep track of results; focuses on crucial behaviors that lead to accomplishment and success; knows the strengths of their team — circumstances where people will be at their best and still feel challenged; creates a learning environment with opportunities for team members to upgrade their skills or acquire new ones; gives direct reports the chance to stretch themselves and try new things; shares what they know to help direct reports — not keep secret what their experience has taught them and guard their learning; reviews performance — successful or not and provides fair, constructive feedback; keeps track of direct reports' growth not just their productivity; creates opportunities to learn and grow.	***An individual contributor who is 'exceptional' at developing people:*** Willingly shares what they know with others rather than compete against their coworkers; listen to and encourage each other to work toward their goals; makes self available to support others at times of failure and helps others succeed; assists others gain understanding — explains things; expects something good from one another; introduces different perspectives that challenge people's thinking.

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Lead Change	***A leader who is 'exceptional' at leading change:*** Proactively gets in front of situations to see what's coming and redirect the organization; identifies the available opportunities and recognizes what can be different; helps constituents more clearly see the direction things are going; provides them with a path they can follow; allows others to see where they fit so their work is secure, free from conflict and not disrupted; enables others to feel more secure in times of change and gain confidence that there is a clear direction; makes the tough decisions; do not abdicate their roles or leave things to chance.	***A manager who is 'exceptional' at leading change:*** Delivers the message of change to their direct reports; personally gets behind the changes in direction or emphasis; projects a message of a unified front to direct reports; helps direct reports see more specifically how changes will affect them and how they fit in; delivers a positive message to direct reports so change is not perceived as a threat or disruption; is supportive of the change; are not tied to the way things were done in their own group and willing to consider alternatives; focuses others on the options that have the best chance of positive change and improvement; listens to the input and ideas of their direct reports that might improve productivity or efficiency.	***An individual contributor who is 'exceptional' at leading change:*** Understands how changes to their work affects the immediate team and fits into the bigger picture of what is happening within the organization; makes suggestions for improving how work get done; accepts change as part of their work; shares ideas with others in positive ways; are not threatened by the disruptive effect change can have; adapts to new ways for getting things done or new objectives; gets behind the change initiatives that management or leadership puts forth; encourages or cooperates with new ideas; helps others adapt to changes.

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Inspire Others	***A leader who is 'exceptional' at inspiring others:*** Openly shares their vision of the future in a manner that creates excitement about the opportunity ahead; conveys a clear and meaningful sense of purpose; shares a vision that is positive, encouraging and purposeful that others can relate to; helps people see the part they can play and where they can fit in; encourages people's commitment to the future and the objectives; gets people to think about what the future can be because of what is to come and gain a stronger sense of purpose.	***A manager who is 'exceptional' at inspiring others:*** Effectively motivates direct reports; conveys their significance and the value their work contributes to the organization; enables people to see how their personal interests are connected with and represented in the opportunities the company offers; encourages sustained work effort as well as inspired and emotionally committed performance; makes direct reports aware of their own success and progress; recognizes their accomplishments and rewards their efforts so they are encouraged to be their best.	***An individual contributor who is 'exceptional' at inspiring others:*** Provides a model of effort and achievement that peers can relate to; offers encouragement when a peer is frustrated by difficult tasks — helps them develop a fresh, positive perspective; elevates the attitudes of coworkers; praises them for their unique talents and contributions; challenges others to do more — identifies opportunities and celebrates others' victories; makes the workplace a better, friendlier and more supportive environment; fosters excitement and energy among others.

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Think Critically	***A leader who is 'exceptional' at thinking critically:*** Builds strategies to achieve company goals; evaluates business plans or operations-oriented schemes with objectivity and a critical eye; relies upon data or other evidence to guide decision making; remains mindful of risks and how to mitigate them; challenges their own assumptions and considers opposing viewpoints to be sure all sides of an issue and all likely circumstances are examined; questions proposals from others while avoiding getting caught up in emotions; maintains a balanced and appropriately detached perspective when analyzing an issue or resolving a problem.	***A manager who is 'exceptional' at thinking critically:*** Considers the likely effects of the decisions they make or actions they cause others to take; thinks through the effects their decisions can have on their direct reports and any broader circumstances; considers a full range of perspectives rather than only looking at a situation in its best possible light; gains a complete and sound understanding of the ongoing stream of data they receive; perceives possible discrepancies or inconsistencies in the numbers they review; challenges the data or common knowledge rather than blindly accepting their accuracy and completeness.	***An individual contributor who is 'exceptional' at thinking critically:*** Pays close attention to what they are engaged in and the tasks they perform; remains dedicated and intentional rather than automatic in how they perform their work; demonstrates vigilance and notices differences — things that are outside the expected and engages in some investigation to determine their cause; stays alert and attends to details; questions things.

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Communicate Clearly	***A leader who is 'exceptional' at communicating clearly:*** Connects and communicates with the market to stay in touch with what is happening and learns how its current state can affect the business; conveys high transparency; stays in touch with the organization — makes time to listen regularly to reliable sources to know what is going on and how people are doing and feeling; shares as much information as they can so others feel informed.	***A manager who is 'exceptional' at communicating clearly:*** Listens to leaders to learn what is going on; shares information openly with direct reports; interactively communicates with peers across functions or departments as well as within immediate area; maintains ongoing communication with direct reports — listening to what they have to say; remains mindful that communication enhances relationships and attitudes; helps direct reports feel more connected with their workgroup or function as well as with the larger organization; connects with the local community as appropriate.	***An individual contributor who is 'exceptional' at communicating clearly:*** Keeps teammates updated; engages in collaborative exchanges with peers; connects with and learns more about teammates even on a social or personal basis; asks questions of peers or manager; shares thoughts and ideas with others.

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Create Accountability	***A leader who is 'exceptional' at creating accountability:*** Creates a culture that focuses on performance excellence and quantifiable results; describes the goals the organization is committed to and the metrics used to determine performance of the enterprise; gives clear, specific expectations to direct reports; provides systems or methods by which performance can be tracked in a timely manner; monitors key indicators of performance effectiveness; understands the numbers, what they mean and how they are interrelated; holds self accountable for enterprise results; does not accept excuses.	***A manager who is 'exceptional' at communicating clearly:*** Provides clear expectations of performance for direct reports; assures direct reports have established goals for themselves; talks regularly with direct reports and reviews their progress on goals; applies objective and valid methods of quantifying performance; uses the right measures that direct reports can control to gauge effectiveness; holds people accountable; removes potential for making excuses; helps direct reports create work plans.	***An individual contributor who is 'exceptional' at communicating clearly:*** Sets high expectations and goals for self; works diligently to achieve goals; monitors own performance and objectively evaluates it; maintains clarity about daily schedule and priorities; holds coworkers accountable for what they do, especially if team success depends on their contributions; recognizes how accountability brings clarity, reward and freedom of choice to their work.

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