<table>
<thead>
<tr>
<th>COMPETENCY</th>
<th>BEHAVIOR</th>
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| Decision Quality    | Makes decisions in a timely manner, sometimes with incomplete information, under pressure and on a tight deadline.  
Copes effectively with change.  
Makes effective decisions based upon a mixture of experience, analysis, wisdom, and judgment. |
| Developing Others   | Frequently holds development conversations.  
Seeks out and understands staff members’ career goals.  
Provides challenging and stretching tasks and assignments.  
Leverages the organization’s development tools and processes to identify, manage, and support the development of direct reports and others. |
| Directing Others    | Provides clear directions.  
Treats direct reports with consistency and fairness.  
Maintains two-way dialogue on work and results.  
Takes appropriate action to address unacceptable behavior.  
Appropriately distributes the workload.  
Provides timely, positive and/or corrective feedback to staff.  
Clearly delegates both routine and important tasks and decisions. |
| Drive for results    | Seldom gives up in the face of resistance or setbacks.  
Dedicated to consistently meeting or exceeding internal and external customer needs and expectations.  
Is action-oriented, drives self and others to meet or exceed performance goals. |
| Interpersonal Skills| Practices patience and hears people out.  
Can calm situations effectively, including high tension circumstances.  
Projects professional behavior in all forms of communication and actions.  
Genuinely cares about people and demonstrates sincere interest in the successes and struggles of others.  
Practices attentive and active listening.  
Supports equal and fair opportunities for others.  
Does not show frustration in challenging situations or defensiveness when resisted.  
Establishes and maintains trusting, respectful, and professional relationships with internal and external stakeholders. |
| Motivating Others   | Makes each individual feel that their work is important.                                                                                                                                                 |
How can I grow?

| Priority and Planning Setting | Measures performance against goals.  
|                              | Breaks down work into process steps.  
|                              | Anticipates problems and overcomes roadblocks to complete objectives and goals.  
|                              | Quickly assesses critical priorities and manages time and resources appropriately. |
| Self-Knowledge               | Gains insights from mistakes and adjusts behavior accordingly.  
|                              | Seeks feedback and is not defensive when receiving constructive criticism.  
|                              | Knows personal strengths, weaknesses, limits and opportunities. |
| Technical and Functional Skills | Writes clearly and succinctly in a variety of communication settings and styles that achieves desired effect.  
|                              | Has the technical and functional knowledge and skills to do the job effectively.  
|                              | Seeks out and shares best practices for the continuous improvement of the team and the organization. |
| Trust and Integrity          | Does not misrepresent self and gives credit for the work done by others.  
|                              | Practices discretion and maintains confidentiality.  
|                              | Is seen as a direct, truthful individual.  
|                              | Admits mistakes and takes responsibility for own actions and that of the team. |