



Essential Executive Competencies

people inspired.
business transformed.

essential executive competencies

1

innovates and strategizes

SEEING AHEAD TO FUTURE POSSIBILITIES
AND TRANSLATING THEM INTO
BREAKTHROUGH STRATEGIES

2

plans and aligns initiatives

PLANNING AND PRIORITIZING WORK TO
MEET COMMITMENTS ALIGNED WITH
ORGANIZATIONAL GOALS

3

drives vision and purpose

PAINTING A COMPELLING PICTURE OF
THE VISION, STRATEGY AND VALUES THAT
MOTIVATES OTHERS INTO ACTION

4

drives engagement

CREATING A CLIMATE WHERE PEOPLE ARE
MOTIVATED TO DO THEIR BEST TO HELP THE
ORGANIZATION ACHIEVE ITS OBJECTIVES

5

delivers results

CONSISTENTLY ACHIEVING RESULTS, EVEN
UNDER TOUGH CIRCUMSTANCES

6

manages complexity

MAKING SENSE OF COMPLEX, HIGH-
QUANTITY, AND SOMETIMES CONTRADICTIONARY
INFORMATION TO EFFECTIVELY SOLVE
PROBLEMS

7

develops talent

CONSISTENTLY IMPLEMENTING STRATEGIES
THAT DEVELOP TALENT AND ELEVATES
PERFORMANCE

8

demonstrates emotional intelligence

PROACTIVELY DEMONSTRATING EMOTIONAL
AND MOTIVATIONAL BEHAVIORS THAT
INSPIRE PERFORMANCE

9

pursues self-development

ACTIVELY SEEKING NEW WAYS TO GROW AND
BE CHALLENGED USING BOTH FORMAL AND
INFORMAL DEVELOPMENT CHANNELS

competency

characteristics

1

innovates and strategizes

SEEING AHEAD TO FUTURE POSSIBILITIES AND TRANSLATING THEM INTO BREAKTHROUGH STRATEGIES

- Leverages resources across the organization for strategic advantage.
- Allocates time and leads processes for organizational strategy and innovation.
- Thinks organization-first prior to department, team or self.
- Anticipates future market trends and implications accurately.
- Articulates a credible vision of sustainable and valuable possibilities.
- Creates competitive and breakthrough strategies that show a clear connection between vision and action.

2

plans and aligns initiatives

PLANNING AND PRIORITIZING WORK TO MEET COMMITMENTS ALIGNED WITH ORGANIZATIONAL GOALS

- Sets objectives to align with the broader organizational goals.
- Breaks down objectives into appropriate initiatives and actions.
- Stages activities with relevant milestones and schedules.
- Anticipates and adjusts effective contingency plans.
- Sets and leads a cadence of reviewing progress throughout execution.
- Accurately assesses risks to implementation.
- Engages cross-collaborative groups in planning and alignment.
- Effectively prioritizes what is critical to the organization.
- Accurately resources projects and needs.

3

drives vision and purpose

PAINTING A COMPELLING PICTURE OF THE VISION AND STRATEGY THAT MOTIVATES OTHERS INTO ACTION

- Talks about future possibilities in a positive way.
- Creates milestones and symbols to rally support behind the vision.
- Articulates the vision in a way that is relatable to everyone.
- Shows a personal commitment to the vision.
- Frequently communicates the vision and purpose in daily work.

4

drives engagement

CREATING A CLIMATE WHERE PEOPLE ARE MOTIVATED TO DO THEIR BEST TO HELP THE ORGANIZATION ACHIEVE ITS OBJECTIVES

- Structures work to align with people's goals and motivators.
- Empowers others.
- Makes each person feel his/her contributions are important.
- Invites input and shares ownership and visibility.
- Shows a clear connection between people's motivators and the organizational goals.
- Empowers decision-making at the point of execution.
- Actively clarifies roles and responsibilities.
- Actively celebrates wins of individuals and teams.
- Involves appropriate stakeholders at appropriate times.
- Empowers feedback across the organization.

5

delivers results

CONSISTENTLY ACHIEVING RESULTS, EVEN UNDER TOUGH CIRCUMSTANCES

- Has a strong bottom-line orientation.
- Persists in accomplishing objectives despite obstacles and setbacks.
- Has a track record of exceeding goals successfully.
- Pushes self and helps others achieve results.
- Provides clear metrics to measure performance.
- Debriefs completed initiatives to gain performance insights.
- Maintains focus on what's most important.
- Eliminates non-essential activities.
- Openly shares information to enhance organizational performance.
- Removes hurdles for other departments.

competency characteristics

6

manages complexity

MAKING SENSE OF COMPLEX, HIGH-QUANTITY, AND SOMETIMES CONTRADICTIONARY INFORMATION TO EFFECTIVELY SOLVE PROBLEMS

- Asks the right questions to accurately analyze situations.
- Acquires data from multiple and diverse sources when solving problems.
- Uncovers root causes to difficult problems.
- Evaluates pros and cons, risks and benefits of different solutions.
- Reaches across the organization to solve challenges and problems.
- Cuts through politics to meet the needs of the organization.
- Implements systems and processes to increase efficiency.
- Identifies gaps and independently implements solutions.

7

develops talent

CONSISTENTLY IMPLEMENTING STRATEGIES THAT DEVELOP TALENT AND ELEVATES PERFORMANCE

- Aligns talent resources with the strategic needs of the organization.
- Assesses strategic talent gaps and works to close them.
- Accurately assesses talent performance and value to the organization.
- Actively mentors top talent to build a bench.
- Actively invests in high potentials within critical areas of the business.
- Implements effective one-on-one cadence with direct reports to improve performance.
- Executes performance management processes to maximize performance.
- Provides accurate and timely feedback.
- Reinforces the organizational values and culture.

8

demonstrates emotional intelligence

PROACTIVELY DEMONSTRATING EMOTIONAL AND MOTIVATIONAL BEHAVIORS THAT INSPIRE PERFORMANCE

- Encourages the insights of others.
- Actively listens in group situations.
- Regularly requests feedback.
- Provides meaningful celebratory and opportunity feedback.
- Effectively manages and moderates conflict.
- Demonstrates vulnerability when appropriate.
- Manages emotions during challenging times.
- Demonstrates a high-level of self-awareness.
- Effectively works in a variety of team situations.
- Demonstrates empathy.

9

pursues self-development

ACTIVELY SEEKING NEW WAYS TO GROW AND BE CHALLENGED USING BOTH FORMAL AND INFORMAL DEVELOPMENT CHANNELS

- Shows personal commitment and acts to continuously improve.
- Accepts assignments that broaden capabilities.
- Learns from new experiences, from others, and from structured learning.
- Makes the most of available development resources.
- Aligns professional growth with strategic business needs.
- Transitions learning into implementation within the organization.
- Shares information to spur learning in others.
- Actively creates a learning culture.