

## About the competencies

This shows how you demonstrate your competencies to others. Look for any strengths, opportunities for improvement, and potential development needs.

### THOUGHT

#### Understanding the business

- Business insight
- Customer focus
- Financial acumen
- Tech savvy

#### Making complex decisions

- Manages complexity
- Decision quality
- Balances stakeholders

#### Creating the new and different

- Global perspective
- Cultivates innovation
- Strategic mindset

### RESULTS

#### Taking initiative

- Action oriented
- Resourcefulness

#### Managing execution

- Directs work
- Plans and aligns
- Optimizes work processes

#### Focusing on performance

- Ensures accountability
- Drives results

### PEOPLE

#### Building collaborative relationships

- Collaborates
- Manages conflict
- Interpersonal savvy
- Builds networks

#### Optimizing diverse talent

- Attracts top talent
- Develops talent
- Values differences
- Builds effective teams

#### Influencing people

- Communicates effectively
- Drives engagement
- Organizational savvy
- Persuades
- Drives vision and purpose

### SELF

#### Being authentic

- Courage
- Instills trust

#### Being open

- Demonstrates self-awareness
- Self-development

#### Being flexible and adaptable

- Manages ambiguity
- Nimble learning
- Being resilient
- Situational adaptability

### CAREER STALLERS AND STOPPERS

#### Trouble with people

- Blocked personal learner
- Lack of ethics and values
- Political missteps

#### Doesn't inspire or build talent

- Poor administrator
- Failure to build a team
- Failure to staff effectively

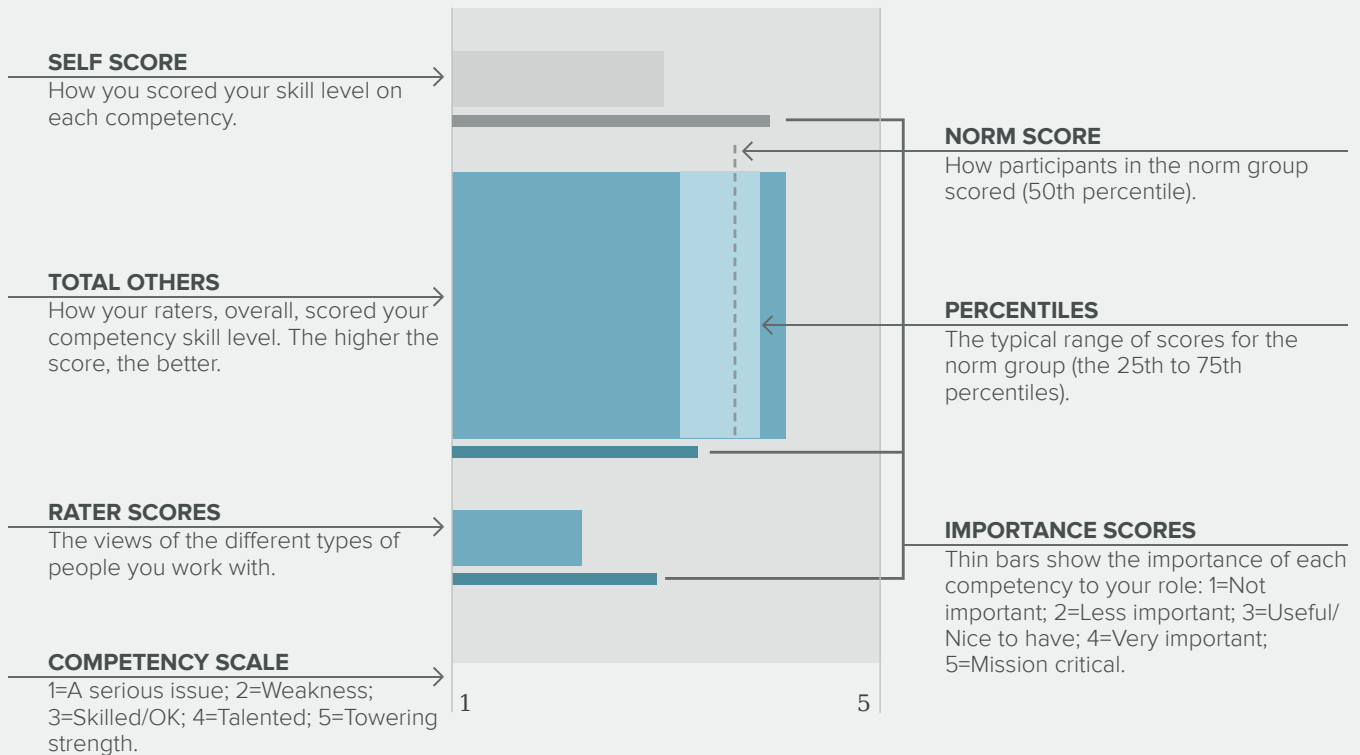
#### Too narrow

- Key skill deficiencies
- Non-strategic
- Overdependence on an advocate
- Overdependence on a single skill

# Competencies

Competencies are skills and behaviors required for success that can be observed. The right competencies drive results and enable you to have a meaningful impact. Feedback helps you compare how you intend to behave with how others experience your behavior.

## HOW TO READ THIS SECTION



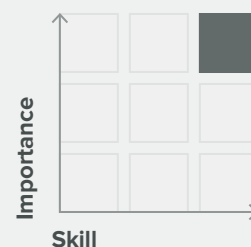
**Agreement**  
The extent to which your raters agree on your skill levels.



**Key insights**  
Look out for:

- Hidden strength**  
A strength that others observe more than you do.
- Blind spot**  
A development need that others observe more than you do.
- Potential overuse**  
A strength that some raters observe you overusing.



**Skill versus importance**  
Your raters' views on how your competencies support your role.



## How your competencies support your role

This shows your raters' views of your strengths, opportunities for improvement, and potential development needs. It also shows their views on how important your competencies are to your role.

Start at the top, with the competencies that others rate as most important. Do their views differ from your view? Do their views on your lowest, mid-level, or highest competencies offer any insights or surprises? Which competencies do you want to strengthen, use more often, or develop?

	 <b>Lowest skill</b> Focus attention here	<b>Mid-level skill</b> Opportunities here	<b>Highest skill</b>  Stay strong here
Highest importance to your role	Cultivates innovation Manages ambiguity		Builds networks Interpersonal savvy Collaborates
Middle importance to your role		Demonstrates self-awareness	Communicates effectively
Lowest importance to your role	Self-development Organizational savvy	Business insight Balances stakeholders Nimble learning	

# Your competency profile

This ranks your raters' views of your strengths, opportunities for improvement, and potential development needs. It also shows your view, so that you can identify where it differs from others' experience. You can also see the competencies that others believe are most important to your role.

