

## PROFESSIONAL/NON-SUPERVISORY

- Communication
- Self-Directed/Autonomous
- Problem Solving
- Technical Skills
- Creative/Innovative

## COMMUNICATION

Clearly conveys and receives information and ideas to individuals or groups. Invites and constructively responds to feedback. Keeps others informed as appropriate. Demonstrates effective written, oral and listening skills. Maintains a positive attitude consistently, despite difficult or challenging circumstances, and communicates positively when working with others.

Organizations thrive when the flow of information and ideas is timely and accurate. When quality of communication is a consistent high priority. Good communication results in mutual understanding, harmony, and action. Poor communication wastes time and resources, hinders goal accomplishment, and sours relationships. Leaders communicate to inform, persuade, coach, and inspire. People at all levels share ideas, learn from each other, and keep each other informed about problems, opportunities, progress, and solutions. Effective communicators provide a clear message that is understood by everyone in the audience. They are attentive listeners who are open to others' ideas. They deliver a message that is consistent but fine-tuned for a particular audience. It has just the right tone. The perfect pacing. The best possible wording. The audience finds the message to be crisp. Relevant. Impactful. Effective communication, whether written or verbal, enables you to convey your vision, to point the way forward, and to energize others to work together and pull in the same direction.

### ➤ Exceptional

Delivers messages in a clear, compelling, and concise manner.

Actively listens and checks for understanding.

Articulates messages in a way that is broadly understandable.

Adjusts communication content and style to meet the needs of diverse stakeholders.

Models and encourages the expression of diverse ideas and opinions.

### ➤ Consistent

Is effective in a variety of communication settings: one-on-one, small and large groups, or among diverse styles and position levels

Attentively listens to others.

Adjusts to fit the audience and the message.

Provides timely and helpful information to others across the organization.

Encourages the open expression of diverse ideas and opinions.

➤ **Inconsistent**

Has difficulty communicating clear written and verbal messages.

Tends to always communicate the same way without adjusting to diverse audiences.

Doesn't take the time to listen or understand others' viewpoints.

Doesn't consistently share information others need to do their jobs.

*Resources:*

*Adams, S. (2013, November 19). How to communicate effectively at work. Forbes.*

*Charan, R. (2012, June 21). The discipline of listening. Harvard Business Review Blog Network.*

*Cherry, K. (n.d.). Types of nonverbal communication: 8 Major nonverbal behaviors. About.com Psychology*

*Cohan, P. (2012, December 4). 5 Ways to communicate more clearly. Inc.*

*Nierenberg, A. (2005, February 17). Adapting to different communication styles. Small Business Advocate.*

*Bailey, E. P., Jr. (2007). Writing and speaking at work (4<sup>th</sup> ed.). Upper Saddle River, NJ: Prentice Hall.*

*Bough, B., & Condrill, J. (2005). 101 Ways to improve your communication skills instantly (4<sup>th</sup> ed.). San Antonio, TX: GoalMinds, Inc.*

*Garcia, H. F. (2012). The power of communication: Skills to build trust, inspire loyalty, and lead effectively, Upper Saddle River, NJ: FT Press*

*Hamilton, C. (2013). Communicating for results: A guide for business and the professions. Boston, MA: Cengage Learning.*

*Weeks H. (2008). Failure to communicate: How conversations go wrong and what you can do to right them. Boston, MA: Harvard Business School Press.*

## SELF-DIRECTED/AUTONOMOUS

Works well and achieves results with little or no supervision and few directions. Internally motivated; does not require support of peers or a team to complete tasks. Sets timelines and goals for self. Holds self personally accountable to keeping commitments and achieving results. Takes personal responsibility for dealing with and/or correcting customer service issues and concerns. Keeps supervisor informed of progress, issues and potential problems.

### ➤ **Consistent**

Consistently goes the extra mile to satisfy demand within the scope of own skills and authority.

Effectively manages an efficient operation within a set budget.

Assembles and leads teams to achieve established goals within deadlines.

Collaborates with internal and external stakeholders to proactively solve issues or problems.

### ➤ **Inconsistent**

Does not hold self accountable to keeping commitments and making deadlines.

Does not keep others informed of progress.

Needs supervision to achieve results.

## PROBLEM SOLVING

Sees and is able to define problems and find causes. Owns the problem until resolution. Finds workable solutions or works with other resources to resolve the issue. Proactively implements solutions and changes as needed to keep small problems from becoming big problems. Looks beyond the obvious and doesn't stop at the surface symptoms.

### ➤ Consistent

Always looks beyond the obvious and doesn't stop at the first answers.

Personally follows up with the customer to ensure that the problem is resolved.

Once a problem is uncovered, he/she works with internal or external resources to ensure the issue doesn't happen again.

Anticipates problems and makes recommendations of how processes or issues can proactively be resolved.

Works to find root causes and doesn't just focus on the symptoms and superficial causes.

Involves customers or stakeholders when generating new solutions or alternatives.

Holds self personally responsible for ensuring new solutions are implemented successfully.

### ➤ Inconsistent

Jumps to conclusions without exploring options to resolve the problem.

May be a fire-ready-aim type.

May miss the complexity of a problem and force-sit it to what he/she is most comfortable with.

Responds quickly without full follow-through or analysis to get it off of his/her desk.

May be stuck in the past and what worked before; cannot think creatively to resolve problems in different or innovative ways.

## TECHNICAL SKILLS

Possesses and uses knowledge that specifically relates to the job at hand. Demonstrates mastery of required job-related knowledge and mastery in performing essential job requirements. Takes specific action to maintain or expand knowledge, skills and expertise. Understands this industry, its standards, practices and processes.

### ➤ **Consistent**

Understands all work procedures and methods.

Continually learns new tools and skills and teaches others.

Anticipates and acquires skills before they are needed.

Adapts well to technological developments relevant to his/her area.

### ➤ **Inconsistent**

Retraining needed.

Does not have skills or lack of use has eroded skills.

New technology or advancements have surpassed existing understanding.

## CREATIVE/INNOVATIVE

Generates and/or recognizes imaginative or creative solutions. Is open-minded. Models and encourages constructive, non-traditional thinking. Demonstrates initiatives and the ability to find information or solutions needed for assignments or projects. Develops new and unique ideas. Is open to new ideas from others and can see problems from another's perspective.

Organizations need innovation to survive and thrive in the constantly changing competitive landscape. How can they stay ahead of the curve? A first step is to make innovation a priority. To enlist contributors and leaders at all levels to spearhead innovations, large and small. It requires paying attention to what customers want and need – new and improved products, services, solutions, and experiences. It means generating lots of ideas and nurturing the best ones while they're being transformed into something tangible. It means constantly improving operational processes – even replacing them altogether – harnessing the latest research and technology. Innovation also involves rethinking your organization's business model – the value proposition, markets, revenue streams. To be an effective innovator, you need to take initiative and collaborate with people who have diverse points of view. You need to get comfortable taking risks. To experiment and apply what you learned from mistakes and failures. Even if you don't consider yourself to be naturally creative, it can be awakened at any time. Learn about the process of innovation and the tools that support it. Embrace the mindset that you and your organization are never done, never satisfied, never standing still.

### ➤ **Exceptional**

Moves beyond traditional ways of doing things; pushes past the status quo.

Continually assesses the market potential of an innovative idea or solution.

Finds and champions the best creative ideas and actively moves them into implementation.

Tries multiple, varied approaches to innovative ideas.

Builds excitement in others to explore creative options.

### ➤ **Consistent**

Comes up with useful ideas that are new, better, or unique.

Introduces new ways of looking at problems.

Can take a creative idea and put it into practice.

Encourages diverse thinking to promote and nurture innovation.

➤ **Inconsistent**

Stays within comfort zone rather than experimenting with new ways of looking at things.

Presents ideas that are ordinary, conventional, and from the past.

Tends to be critical of others' original ideas.

Has a style that discourages the creative initiatives of others.

*Resources:*

*Rayport, J. F. (2012, April 24). Free your frontline workers to innovate. Harvard Business Review Blog Network.*

*Anthony, S. (2013, July 30). Five ways to innovate faster. Harvard Business Review Blog Network.*

*Bass, C. (2012, February 27). TEDxBerkeley – Carl Bass – The new rules of innovation [Video file]. TED.*

*Liedtka, J. (2012, November 28). How to innovate – without a miracle. Forbes.*

*Adair, J. (2009). Leadership for innovation: How to organize team creativity and harvest ideas. Philadelphia, PA: Kogan Page Limited.*

*Afuah, A. (2009). Strategic innovation: New game strategies for competitive advantage. New York, NY: Routledge.*

*Anthony, S. D., Johnson, M. W., Sinfield, J. V., & Altman, E. J. (2008). The innovator's guide to growth: Putting disruptive innovation to work. Boston, MA: Harvard Business Review Press.*

*Gertner, J. (2013). The idea factory: Bell labs and the great age of American innovation. New York, NY: Penguin Press.*

*Teece, D. J. (2009). Dynamic capabilities and strategic management organizing for innovation and growth. New York, NY: Oxford University Press.*