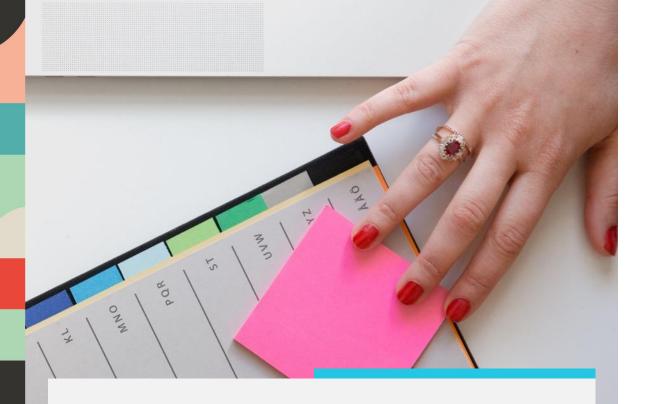


- Builds collaborative relationships to support team performance
- Manages & adjusts for external activities that could affect the work and success of the team
- Takes political and organizational realities into account when dealing with issues
- Identifies key issues and accommodates key stakeholders when partnering on joint projects
- Takes an inclusive approach when working with diverse stakeholders.





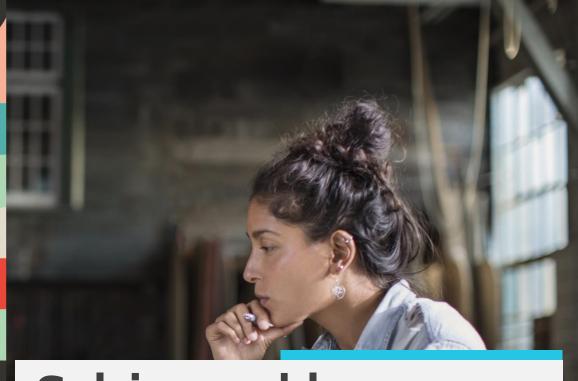
## Vision & Goal Setting

Developing vision, setting team & individual goals & targets, creating performance management systems, ensuring delivery

- Develops a vision for the team and translates it into action
- Involves the team in the creation of the vision and plan
- Communicates corporate goals and objectives & translates for the team
- Aligns team tasks and objectives with corporate goals and objectives
- Establishes clear targets and measures to track progress toward team objectives
- Shares organizational performance measurement information and encourages dialogue and analysis

- Develops approaches to help team to react to change positively
- Actively embraces change efforts and initiatives to improve team performance
- Works with others to identify creative ideas to manage change
- Builds support, removes organizational barriers and get the necessary resources to implement change
- Creates employee buy in to achieve sustained change





## Solving problems creatively

Fostering critical reflection, creative problem solving, problem analysis, risk assessment, innovation skills for self & others

- Uses innovative methods and technologies to get things done
- Reframes or restructures problems in a different way, when necessary, to solve them
- Is willing to try radically different ways of solving a problem even if it has never been done before
- Uses collaborative approaches to increase creativity and innovation
- Adopts & models critical reflection & lesson learning behaviors

- Builds consensus and seeks cooperation of others when working across teams
- Creates mutually beneficial outcomes & works for win-win
- Recognizes and manages difficult relationships by stressing the importance of valuing diverse viewpoints
- Manages conflict by focusing on participants underlying interests rather than their stated positions
- Deals with issues rather than personalities and does not make things personal





organizational design, resource allocation, option appraisal

- Takes constraints and opportunities into account when setting goals and making plans for the team
- Organizes people and resources in the unit to make the structure compatible with the team's strategic plan
- Ensures that the team's goals, structure, strategy and work methods all fit well together (are compatible with each other)
- Views business processes through a Lean lens
- Evaluates options & monitors for effectiveness

- Looks for opportunities for delegation team whenever appropriate
- Empowers employees to take risks, supports them when things go wrong and encourages them to learn from setbacks and failures
- Gives team authority and resources to get the job done when assigning tasks
- Holds team members responsible for the successful completion of tasks assigned
- Coaches employees to achieve their goals
- Has an awareness of individual differences when working with others





## **Executive Presence**

Influences others, creates impact, displays credibility & confidence, demonstrates understanding & perspective

- Gets ideas heard and uses good judgement to achieve appropriate impact at senior level
- Builds credibility by using expertise in an honest and consistent manner
- Uses body language and visual image to convey confidence, engagement and composure
- Thinks before speaking and states own perspective confidently, even in the face of challenge by others who hold power or influence
- Communicates effectively, using clear language and level of detail appropriate to the audience.

