Specialized Services Division Desired Competencies

February 2013

DESIRABLE COMPETENCIES

Leadership – Inspires and compels others to draw upon their talents, and to seek continuous self improvement; is granted permission to lead by those around him/her; is willing to challenge strategies and processes not aligned with the vision, mission and values of the organization; views crisis as an opportunity and stays true to organizational vision, mission, and values; values the outcome rather than being credited or recognized for his/her individual contributions; readily enables talent to lead over authority; encourages participation and contributions from those who are or may be in opposition.

Integrity – Is known by values such as honesty, reliability, and honor; earns, maintains, and is bestowed with trust from direct reports, peers, partners and stakeholders; recognizes others accomplishments and acknowledges his/her errors and weaknesses; is an active listener, and listens for alignment not agreement; places trust in others actions and supports their decisions and growth.

Judgment – Readily distinguishes between doing the right thing, and doing things right, by recognizing consequence of actions, accurately assessing the environment, applying appropriate discretion, and drawing upon relevant experience; appropriately assesses risk, and determines assumable risk.

Relationships – Develops enhances and values relationships with direct reports, peers, partners, and stakeholders; values and draws upon collaboration and partnership in executing the duties and responsibilities; distinguishes between collaboration and competition.

Values – Readily identifies what drives, motivates and guides others; recognizes and employs the principals integral to each individual’s core; focuses on what works or does not work, and not on right or wrong.

Decision Making – makes decisions informed by objective data, research and analysis, and input from team members and key stakeholders; makes hard decisions, and assumes responsibility, and accountability for decisions made; is willing to challenge the process, and seeks innovation.

Vision and outcome –Develops the vision and outcome to gain alignment in: pursuit of projects, tasks and activities; to guide decision making, direct reports development, peer support, and relationship building with partners and stakeholders; views both as a process not an accomplishment.

Discipline - builds an enduring culture of discipline by recruiting disciplined individuals and not through disciplining individuals; approaches life and events with thoroughness by refining and taking actions in pursuit of excellence; distinguishes between opportunities supporting the vision and outcome and those which do not; selects opportunities which align efforts with available resources, the vision, and outcome; identifies and faces the facts of the realities at hand; ensures efforts are cumulative and are applied in a consistent direction; sees change as evolutionary, not revolutionary; has discipline thought and discipline action; professional discipline, focuses on right things not the wrong things; is passionate about work and people.

Adaptive and flexible –Is ready for anything and does not get overly excited or unduly discouraged; has the balance between data/facts and the relationships that support the processes and advance the outcome; is creative and sees possibilities where others see just data; has the credibility to deliver the message and be listened to; quickly interprets and understands the data/facts and the relationships involved in the issue; has an open mind to see the issue through multiple lens and perspectives.