**Leadership Competencies**

**Personal Leadership:**

**Resilient and Adaptable** – Accepts change, ambiguity and uncertainty with confidence and openness; seeks new experiences to develop his/her capabilities; solicits and acts on feedback; learns from experience; shows willingness to learn new methods, procedures, or techniques, resulting from company-wide change.

**Demonstrates Accountability –** Accepts responsibility for one’s own performance and actions; follows through on commitments; treats others fairly and consistently and protects confidential information; acts with integrity.

**Demonstrates Courage –** Confronts difficult issues despite personal risk or discomfort and supports others who do so; takes risks and champions new ideas.

**Team Leadership:**

**Relates Well to Others** – Is inclusive and respectful; works well with others regardless of their level or background; deals with disagreements or different points of views in a constructive, successful manner; maintains positive relationships even under difficult circumstances.

**Collaborates** – Works effectively with others to meet goals and satisfy multiple business objectives; gets buy-in of stakeholders by developing and maintaining strong relationships with internal and external partners; fosters an inclusive culture in which people from diverse backgrounds are respected and valued.

**Communicates Effectively** – Listens attentively and with empathy to concerns expressed by others; tailors message to the audience; keeps people up to date with information; speaks and writes clearly and concisely;; encourages others to express their views, even unpopular ones.

**Engages and Inspires** – Conveys trust in people’s competence to do their jobs, creates a feeling of energy, excitement and personal investment; inspires others to excel, rewards and recognizes great performance.

**Manages Talent** - Gives clear, motivating and constructive feedback; provides challenging assignments and coaching to facilitate individual development; willingly shares expertise and experience with others; takes action quickly when performance is not meeting expectations; champions the importance of a talented and diverse workforce.

**Thought Leadership:**

**Strategizes** – Thinks critically; anticipates long-term challenges and trends; understands implications of decisions; translates ideas and concepts into practical applications; sees how his-her work relates to the work of other teams and the organization as a whole; knows which people in the organization need to be informed, what they need to know and when to tell them.

**Solves Problems** – Seeks out and considers appropriate data, intuition, ideas and experience to make decisions and solve problems; effectively and efficiently integrates information from diverse sources.

**Innovates** – Generates new ideas that add value; nurtures fresh approaches and appropriate risk taking; seeks alternative points of view; approaches problems with curiosity and generates creative solutions.

**Results Leadership:**

**Manages Execution** – Organizes, coordinates and manages resources, time and people to achieve key goals and objectives; prioritizes goals and uses resources while considering both strategy and efficiency; works quickly to get things done.

**Drives for Results** – Fosters a sense of urgency and commitment to achieve goals and create a patient-focused environment; takes initiative to proactively address critical issues.

**Maximizes Value** – Identifies ways to streamline and improve efficiency of work; ensures that defined processes, quality standards and best practices are adopted and updated; drives continuous improvements with a concentration on accuracy.