

ID	Competency	Description	Developmental Difficulty Level	Individual Contributor	Manager	Executive
0001	Action Oriented	Enthusiastic, hard, action oriented and full of energy for the things he/she sees as challenging. Not fearful of acting with a minimum of planning. Seizes more opportunities than others.	Easier	p	fp	
0002	Dealing with Ambiguity	Not comfortable with change or uncertainty. May not do well on fuzzy problems with no clear solution or outcome. May prefer more data than others, and structure over uncertainty. Prefers things tacked down and sure. Less efficient and productive under ambiguity. Too quick to close. May have a strong need to finish everything. May like to do things the same way time after time. Select one to three of the competencies below to use as a substitute for this competency if you decide not to work on it directly.	Harder		w/de	w
0003	Approachability	Is easy to approach and talk to. Spends the extra effort to put others at ease. Can be warm, pleasant, and gracious. Is sensitive to and patient with the interpersonal anxieties of others. Builds rapport well. Is a good listener. Is an early knower, getting informal and incomplete information in time to do something about it.	Moderate			
0004	Boss Relationship	Responds and relates well to bosses. Would work harder for a good boss. Is open to learning from bosses who are good coaches and who provide latitude. Likes to learn from those who have been there before. Easy to challenge and develop. Is comfortably coachable.	Moderate		fp	fp
0005	Business Acumen	Knows how businesses work. Knowledgeable in current and possible future policies, practices, trends, technology, and information affecting his/her business and organization. Knows the competition. Is aware of how strategies and tactics work in the marketplace.	Moderate			p
0006	Career Ambition	Knows what he/she wants from a career and actively works on it. Is career knowledgeable. Makes things happen for self. Markets self for opportunities. Doesn't wait for others to open doors.	Moderate			
0007	Caring about direct Reports	Is interested in the work and non-work lives of direct reports. Asks about their plans, problems, and desires. Knows about their concerns and questions. Is available for listening to personal problems. Monitors workloads and appreciates extra effort.	Moderate			
0008	Comfort Around Higher Management	Can present to more senior managers without undue tension and nervousness. Understands how senior managers think and work. Can determine the best way to get things done with them by talking their language and responding to their needs. Can craft approaches likely to be seen as appropriate and positive.	Moderate		p	fp
0009	Command Skills	Relishes leading. Takes unpopular stands if necessary. EnFactor III - Factor III - Courage direct and tough debate but isn't afraid to end it and move on. Is looked to for direction in a crisis. Faces adversity head on. Energized by tough challenges.	Moderate	de	w	p
0010	Compassion	Genuinely cares about people. Is concerned about their work and non-work problems. Is available and ready to help. Is sympathetic to the plight of others not as fortunate. Demonstrates real empathy with the joys and pains of others.	Harder			
0011	Composure	Is cool under pressure. Doesn't become defensive or irritated when times are tough. Is considered mature. Can be counted on to hold things together during tough times. Can handle stress. Is not knocked off balance by the unexpected. Doesn't show frustration when resisted or blocked. Is a settling influence in a crisis.	Harder			
0012	Conflict Management	Highly self-confident. Seizes the opportunities. Reels situations quickly. Good at focused listening. Can hammer out tough agreements and settle disputes equitably. Can find common ground and get cooperation with minimum push.	Harder	de	w	
0013	Confronting Direct Reports	Deals with problem direct reports firmly and in a timely manner. Doesn't allow problems to fester. Regularly reviews performance and holds timely discussions. Can make negative decisions when all other efforts fail. Deals effectively with troublemakers.	Harder			w
0014	Creativity	Comes up with a lot of new and unique ideas. Easily makes connections among previously unrelated notions. Tends to be seen as original and value-added in brainstorming settings. Is dedicated to meeting the expectations and requirements of internal and external customers.	Moderate	de	w/de	w
0015	Customer Focus	Gets first-hand customer information and uses it for improvements in products and services. Acts with customers in mind. Establishes and maintains effective relationships with customers and gains their trust and respect.	Easier		fp	fp
0016	Timely Decision Making	Makes decisions in a timely manner, sometimes with incomplete information and under tight deadlines and pressure. Able to make a quick decision.	Easier		p	
0017	Decision Quality	Makes good decisions (without considering how much time it takes) based upon a mixture of analysis, wisdom, experience, and judgment. Most of his/her solutions and suggestions turn out to be correct and accurate when judged over time. Sought out by others for advice and solutions. Clearly and comfortably delegates both routine and important tasks and decisions. Broadly shares both responsibility and accountability. Tends to trust people to perform. Lets direct reports and others finish their own work.	Easier	p	fp	p
0018	Delegating	Provides challenging and stretching tasks and assignments. Holds frequent development discussions. Is aware of each person's career goals. Constructs compelling development plans and executes them. Pushes people to accept developmental moves. Will take on those who need help and further development. Cooperates with the developmental system in the organization. Is a people builder.	Easier			
0019	Developing Direct Reports and Others	Is good at establishing clear directions. Sets stretching objectives. Distributes the workload appropriately. Lays out work in a well-planned and organized manner. Maintains two-way dialogue with others on work and results. Brings out the best in people. Is a clear communicator. Manages at levels and classes of people equitably. Deals effectively with all races, nationalities, cultures, disabilities, ages and both sexes. Hires variety and diversity without regard to class. Supports equal and fair treatment and opportunity for all.	Harder			w
0020	Directing Others	Adheres to an appropriate (for the setting and effective set of core values and beliefs) during both good and bad times. Acts in time with those values. Rewards the right values and disapproves of others. Practices what he/she preaches.	Harder			
0021	Managing Diversity	Treats direct reports equitably. Acts fairly. Has candid discussions. Doesn't have hidden agendas. Doesn't give preferential treatment.	Easier			
0022	Ethics and Values	Has the functional and technical knowledge and skills to do the job at a high level of accomplishment.	Easier	p	p	fp
0023	Fairness to Direct Reports	Has a nose for talent. Hires the best people available from inside or outside. Is not afraid of selecting strong people. Assembles talented staffs.	Moderate		w	
0024	Functional / Technical Skills	Has a positive and constructive sense of humor. Can laugh at him/herself and with others. Is appropriately funny and can use humor to ease tension.	Moderate			
0025	Hiring and Staffing	Provides the information people need to know to do their jobs and to feel good about being a member of the team, unit, and/or the organization. Provides individuals information so that they can make accurate decisions. Is timely with information.	Easier	p	fp	
0026	Humor	Is good at keeping the creative lines of others in motion. Has good judgment about which creative ideas and suggestions will work. Has a sense about managing the creative process of others. Can facilitate effective brainstorming. Can protect how potential ideas may play out in the organization.	Harder		w/de	w
0027	Informing	Is widely trusted. Is seen as a direct, truthful individual. Can present the unvarnished truth in an appropriate and helpful manner. Keeps confidences. Admits mistakes. Doesn't misrepresent him/herself for personal gain.	Harder			
0028	Innovation Management	Is bright and intelligent. Deals with concepts and complexity comfortably. Described as intellectually sharp, capable, and agile.	Easier	p	fp	p
0029	Integrity and Trust	Relates well to all kinds of people—up, down, and sideways, inside and outside the organization. Builds appropriate rapport. Builds constructive and effective relationships. Uses diplomacy and tact. Can diffuse even high-tension situations comfortably.	Harder			
0030	Intellectual Horsepower	Learns quickly when facing new problems. A relentless and versatile learner. Open to change. Analyzes both successes and failures for clues to improvement. Experiments and will try anything to find solutions. Enjoys the challenge of unfamiliar tasks. Quickly grasps the essence and value underlying structure of anything.	Moderate	p	fp	fp
0031	Interpersonal Savvy	Practices attentive and active listening. Has the patience to hear people out. Can accurately restate the opinions of others even when he/she disagrees.	Easier			fp
0032	Learning on the Fly	Doesn't hold back anything that needs to be said. Provides current, direct, complete, and "actionable" positive and corrective feedback to others. Lets people know where they stand. Acts up on people problems in any person or situation (including direct reports) quickly and directly. Is not afraid to take negative action when necessary.	Harder			
0033	Listening	Clearly assigns responsibility for tasks and decisions. Sets clear objectives and measures. Monitors progress, progress, and results. Designs feedback loops into work. OVERUSED SKILL. May be overcontrolling. May look over people's shoulders. May prescribe too much and not empower people. Select one to three of the competencies listed below to work on to compensate for an overuse of this skill.	Easier	de	w	
0034	Managerial Factor III - Courage	Creates a climate in which people want to do their best. Can motivate many kinds of direct reports and team or project members. Can assess each person's hot button and use it to get the best out of him/her. Pushes tasks and decisions down. Empowers others. Invites input from each person and shares ownership and visibility. Makes each individual feel his/her work is important. Is someone people like working for and with.	Moderate	w/de	w/de	p
0035	Managing and Measuring Work	Can negotiate skillfully in tough situations with both internal and external groups. Can settle differences with minimum noise. Can win concessions without damaging relationships. Can be both direct and careful as well as diplomatic. Gains trust quickly of other parties to the negotiations. Has a good sense of timing.	Moderate			
0036	Motivating Others	Knowledgeable about how organizations work. Knows how to get things done both through formal channels and the informal network. Understands the origin and reasoning behind key policies, practices, and procedures. Understands the cultures of organizations.	Harder		de	p
0037	Negotiating	Can marshal resources (people, funding, material, support) to get things done. Can orchestrate multiple activities at once to accomplish a goal. Uses resources effectively and efficiently. Arranges information and files in a useful manner.	Harder			
0038	Organizational Agility	Can act in ways that seem contradictory. Is very flexible and adaptable when facing tough calls. Can combine seemingly opposites like being compassionately tough, stand up for self without impugning others, set strong but flexible standards. Can act differently depending upon the situation. Is seen as balanced despite the conflicting demands of the situation.	Easier	p	p	p
0039	Organizing	Is tolerant with people and processes. Listens and checks before acting. Tries to understand the people and the data before making judgments and acting. Waits for others to catch up before acting. Sensitive to due process and proper pacing. Follows established process.	Moderate			
0040	Dealing with Paradox	Can quickly find common ground and solve problems for the good of all. Can represent his/her own interests and yet be fair to other groups. Can solve problems with a minimum of noise. Is seen as a team player and is cooperative. Easily gains trust and support of peers.	Moderate		fp	fp
0041	Patience	Planes everything with energy, drive, and speed to finish. Seldom gives up before finishing, especially in the face of resistance or setbacks.	Easier	p	p	
0042	Peer Relationship	Shares his/her thoughts about personal strengths, weaknesses, and limitations. Admits mistakes and shortcomings. Is open about personal beliefs and feelings. Is easy to get to know to those who interact with him/her regularly.	Harder			
0043	Persistence	Picks up on the need to change personal, interpersonal, and managerial behavior quickly. Watches others for their reactions to his/her attempts to influence and perform, and adjusts. Seeks feedback. Is sensitive to changing personal demands and requirements and changes accordingly.	Harder	w		
0044	Personal Disclosure	Looks toward the broadest possible view of an issue/challenge. Has broad-ranging personal and business interests and pursuits. Can easily pose future scenarios. Can think globally. Can discuss multiple aspects and impacts of issues and project them into the future.	Moderate	de	w/de	p
0045	Personal Learning	Accurately scopes out length and difficulty of tasks and projects. Sets objectives and goals. Breaks down work into the process steps. Develops schedules and task/people assignments. Anticipates and adjusts for problems and roadblocks. Measures performance against goals. Evaluates results. Can measure through complex positions. Achieves effectively and expertly. Is sensitive to how people and organizations function. Anticipates where the land mines are and plans his/her approach accordingly. Views corporate politics as a necessary part of organizational life and works to advance that reality. Is a main bright person.	Harder		w/de	p
0046	Perspective	Is effective in a variety of formal presentation settings: one-on-one, small and large groups, with peers, direct reports, and bosses. Is effective both inside and outside the organization, on both cool data and hot and controversial topics. Commands attention and can manage group process during the presentation. Can change tactics midstream when something isn't working.	Moderate		p	
0047	Planning	Spends his/her time and the time of others on what's important. Quickly zeros in on the critical few and puts the trivial many aside. Can quickly sense what will help or hinder accomplishing a goal. Eliminates roadblocks. Creates focus.	Easier		p	p
0048	Political Savvy	Uses rigorous logic and methods to solve difficult problems with effective solutions. Probes all fruitful sources for answers. Can see hidden problems. Is excellent at honest analysis. Looks beyond the obvious and doesn't stop at the first answers.	Moderate	p	p	p
0049	Presentation Skills	Good at figuring out the processes necessary to get things done. Knows how to organize people and activities. Understands how to separate and combine tasks into efficient work flow. Knows what to measure and how to measure it. Can see opportunities for synergy and integration where others can't. Can simplify complex processes. Gets more out of fewer resources.	Moderate	p	p	p
0050	Priority Setting	Can be counted on to exceed goals successfully. Is consistently and consistently one of the top performers. Very bottom-line oriented. Steadfastly pushes self and others for results. Is personally committed to and actively works to continuously improve him/herself. Understands that different situations and levels may call for different skills and approaches. Works to deploy strengths. Works on compensating for weakness and limits.	Easier	p	fp	fp
0051	Problem Solving	Knows personal strengths, weaknesses, opportunities, and limits. Seeks feedback. Gains insights from mistakes. Is open to criticism. Isn't defensive. Is receptive to talking about shortcomings. Looks forward to balanced (+) and (-) performance reviews and career discussions. OVERUSED SKILL. May be too self-critical, too open about self. May not move past knowledge to improvement and action. May spend too much time in self-reflect activities. May be too dependent upon waiting for feedback. May overly solicit feedback. Select one to three of the competencies listed below to work on to compensate for an overuse of this skill.	Moderate		w	
0052	Process Management	Is a good judge of talent. After reasonable exposure, can articulate the strengths and limitations of people inside or outside the organization. Can accurately project what people are likely to do across a variety of situations.	Harder	p		
0053	Self-Development	Will stand up and be counted. Doesn't shirk personal responsibility. Can be counted on when times are tough. Willing to be the only champion for an idea or position. Is comfortable working alone on a tough assignment.	Moderate			p
0054	Self-Knowledge	Sets ahead clearly. Can anticipate future consequences and trends accurately. Has broad knowledge and perspective. Is future oriented. Can articulate paint credible pictures and visions of possibilities and likelihoods. Can create competitive and breakthrough strategies and plans. Can design practices, processes, and procedures which allow managing from a distance. Is comfortable being things manage themselves without intervening. Can make things work through others without being there. Can impact people and results remotely.	Harder			w
0055	Strategic Agility	Blends people into teams when needed. Creates strong morale and spirit in his/her team. Shares wins and successes. Fosters open dialogue. Lets people finish and be responsible for their work. Defines success in terms of the whole team. Creates a feeling of belonging in the team.	Harder			w
0056	Managing Through Systems	Picks up on technical things quickly. Can learn new skills and knowledge. Is good at learning new industry, company, product, or technical knowledge—like internet technology. Does well in technical courses and seminars.	Easier			p
0057	Building Effective Teams	Uses his/her time effectively and efficiently. Values time. Concentrates his/her efforts on the more important priorities. Gets more done in less time than others. Can attend to a broader range of activities.	Easier			fp
0058	Technical Learning	Is dedicated to providing organization or enterprise-wide common systems for designing and measuring work processes. Seeks to reduce variances in organization processes. Delivers the highest quality products and services which meet the needs and requirements of internal and external customers. Is committed to continuous improvement through empowerment and management by data. Leverages technology to positively impact quality. Is willing to re-engineer processes from scratch. Is open to suggestions and experimentation. Creates a learning environment leading to the most efficient and effective work processes.	Easier	p	p	fp
0059	Time Management	Understands why groups do what they do. Picks up the sense of the group in terms of position, intentions, and needs; what they value and how to motivate them. Can predict what groups will do across different situations.	Harder			
0060	Understanding Others					
0061	Managing Vision and Purpose		Moderate	w	w/de	w