

Ability		Leadership Expectations
Personal Leadership	Is Resilient and Adaptable	Responds to change with a positive attitude; seeks new experiences to develop his/her capabilities; solicits and acts on feedback; learns from a combination of first-hand experience and mistakes; presents a flexible mindset.
	Demonstrates Accountability	Accepts responsibility for one's own performance and actions; honestly assess him or herself; follows through on commitments; treats others fairly and consistently and protects confidential information; acts with integrity; committed to learning, growth and development; owns the outcome of his/her work.
	Demonstrates Courage	Confronts difficult issues despite personal risk or discomfort and supports others who do so; shares different perspectives, observations, and feedback openly; transparency in thought; is willing to accept challenging assignments; takes risks and champions new ideas.
Team Leadership	Collaborates	Works effectively with others to meet goals and satisfy multiple business objectives; gets buy-in of stakeholders by developing and maintaining strong relationships; is team focused; builds a network of resources cross-functionally; fosters an inclusive culture in which people from diverse backgrounds are respected and valued.
	Relates Well to Others	Is inclusive and respectful; works well with others regardless of their level or background; treats people fairly; deals with disagreements or different points of view in a constructive, successful manner; maintains positive relationships even under difficult circumstances.
	Manages Talent	Gives clear, motivating and constructive feedback; provides challenging assignments and coaching to facilitate individual development; accurately willing to assess other's performance and potential; actively works to retain valuable employees; 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.
	Engages and Inspires Others	Conveys trust in people's competence to do their jobs; creates a feeling of energy, excitement, and personal investment; develops fully engaged teams; inspires others to excel; rewards and recognizes great performance; builds a high performing team that people want to be a part of; encourages a balanced and rewarding lifestyle outside of work.
Thought Leadership	Communicates Effectively	Listens attentively and with empathy to concerns expressed by others; tailors message to the audience; keeps people up to date with information they need to know; speaks and writes clearly and concisely; encourages others to express their views, even unpopular ones; conveys excitement for new projects or company initiatives.
	Solves Problems	Seeks out and considers appropriate mix of data, intuition, ideas, and experience to make decisions and solves problems; is resourceful; practices constructive contention when appropriate; makes difficult decisions timely and with confidence; strategically utilizes new and current relationships to get the best possible end result; not willing to settle on the most obvious solution.
	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.
Results Leadership	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 outside the box solutions.
	Manages Execution	Organizes, coordinates, and manages resources, time, and people to achieve goals and objectives; good at multi-tasking; works quickly to get things done; values the time of others; strategic in knowing when to delegate routine and/or important tasks; fails fast on bad ideas.
	Drives for Results	Displays a sense of urgency and commitment to achieve goals; takes initiative to proactively address critical issues; effective at setting a goal and quickly achieving consistent results; strives for excellence in their work; is good at prioritizing; finds a way to win.
	Maximizes Productivity	Identifies ways to streamline and reduce low value work; ensures that defined processes, quality standards, and best practices are adopted and updated; drives continuous improvements in overall performance.