

Executive Summary

Prepared For: Avery Smart

Report Details

Talent

John Doe, BA

HR Lead/Title

Jane Doe

GloCoach Consultants

Lance

GloCoach Project Lead

Account Manager

Sponsors Interviewed

5

Date

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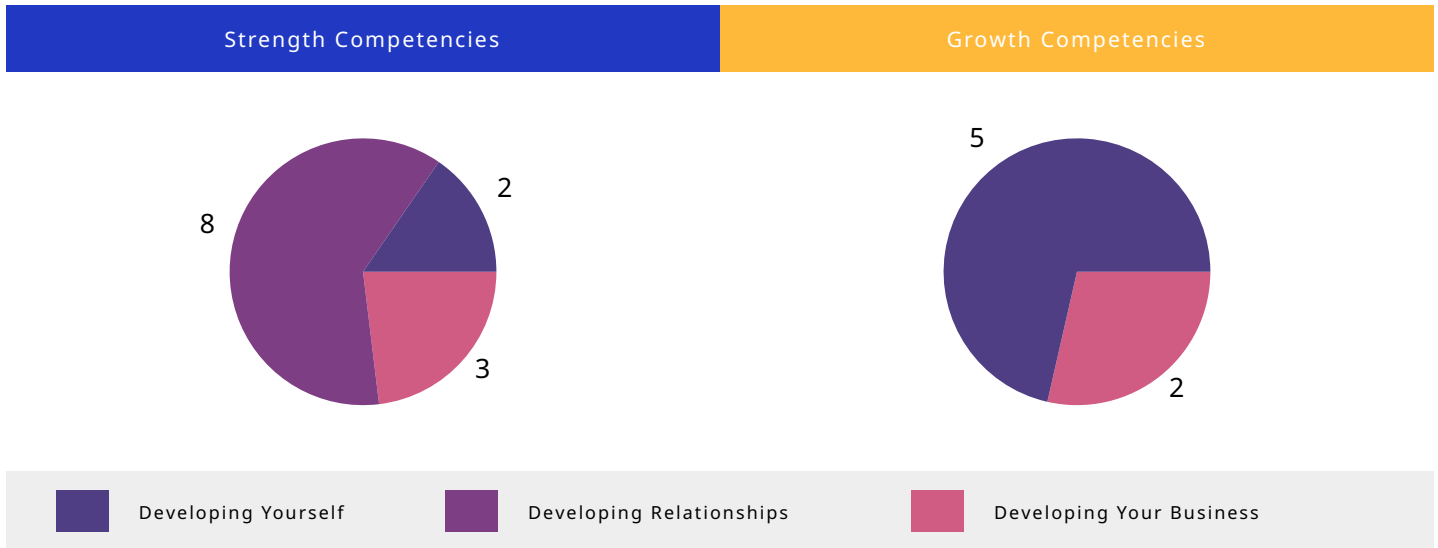
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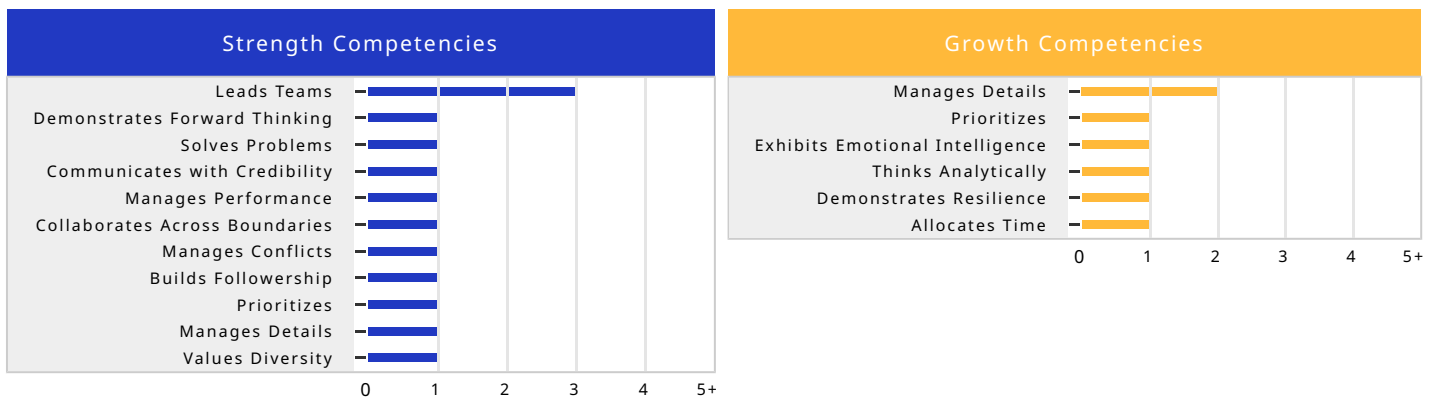


Assessment Overview

The following pie charts show the distribution of the Strength Competencies and Growth Competencies as mentioned by the Sponsors according to the three different Development Areas of the GloCoach Leadership Model, indicating a high-level tendency of observed strengths and growth themes.



The following table lists all mentioned Strength Competencies and Growth Competencies in line with the competency terminology as defined in the GloCoach Leadership Model. This table is not to be interpreted as a numerical assessment, rather as a discovery of strength and growth competencies, their possible interactions as well as an early identification of possible growth themes while building on one's strengths.



Executive Summary

An Observation Based Assessment was conducted by GloCoach for **John** Doe to identify his Strength Competencies, Growth Competencies and Ideal Behaviors. This included behavior interviews with a 360 Team consisting of **5 sponsors** from various levels within the organization. The results of each interview were recorded in a Talent Builder Matrix, which was shared with each sponsor to verify its accuracy.

The **5 Talent Builder Matrixes** identify **11 Strength Competencies (13 total mentions)** and **6 Growth Competencies (7 total mentions)**, each of which is linked to one of the 32 competencies that comprise the GloCoach Leadership Model (see above).

Additionally, GloCoach conducted a Personal Discovery interview with John to identify the competencies he would like to develop, as well as to determine his personal preferences as they relate to a potential coaching program.

This report is a summary of all observations gathered across all interviews. It is intended to tell a self-explaining story about **John**. Ideally, this report is read with curiosity about personal discovery, withholding any judgement while being open for further development.

John Doe pairs a calm, supportive demeanor with assertive, decisive leadership that inspires confidence and fosters an inclusive, collaborative culture. His intellectual rigor and strategic focus enable him to articulate clear directions, navigate challenges effectively, and align teams around shared goals. Dedicated and hardworking, he communicates with clarity, manages priorities astutely, and consistently delivers impactful results, earning respect as both a mentor and a leader.

Based on the Value Insights, John Doe centers around the core values **Leadership, Stakeholder-Alignment, and Teambuilding** and is driven by the mission *"To foster strong, harmonious relationships within teams, taking accountability for results while mentoring others and ensuring alignment with all stakeholders to achieve long-term goals"*. He is at risk of overextending by taking on too many leadership responsibilities, leading to overwhelm. When collaborating with John Doe, people may embrace his commitment to open communication and transparency, his capacity to foster a collaborative team environment, and his proactive leadership and initiative while trying to avoid overloading him with responsibilities without considering his current workload, failing to maintain stakeholder communication, or ignoring team input and collaboration.

John Doe also uploaded a 3PA, which appears to be a personality assessment. These insights suggest that he leverages strong emotional awareness to understand team member's moods and assign tasks appropriately, and combines assertiveness with conscientiousness to prioritize effectively and keep his team motivated during challenging periods. At the same time, he remains mindful of balancing emotional insight with assertive action to sustain consistent team engagement and performance.

Strength Competencies

The sponsor group portrays **John** as a purpose-driven leader whose blend of clarity, inclusion, and strategic foresight galvanizes people and produces tangible results. Across their feedback runs a common thread: he creates environments where individuals feel valued, informed, and motivated, while always keeping the bigger picture in sight. The following paragraphs weave together the specific Strength Competencies that underpin this narrative.

Leads Teams and **Builds Followership** emerge as intertwined hallmarks of his leadership style. One sponsor captured the essence of the first competency by noting, *"John demonstrates a remarkable ability to lead teams by leveraging individual strengths, fostering collaboration, and building trust among team members."* In practice, he aligns skills to tasks, removes roadblocks, and frames a compelling shared purpose so that energy moves in one direction. The second competency is expressed through an inspiring presence that rallies commitment; as another sponsor stated, *"John demonstrates a remarkable ability to build followership, consistently inspiring those around him with a clear sense of purpose and vision."* Together, these strengths create unified, high-performing teams that tackle ambitious goals with confidence.

Execution excellence is further driven by **Manages Performance, Communicates with Credibility, and Manages Conflicts**. A sponsor observed, *"John excels at managing performance by setting clear expectations, providing timely feedback, and holding team members accountable for their work."* His transparent metrics and constructive coaching uphold high standards while nurturing growth. Clarity is amplified through credible communication—*"John excels in communicating with credibility by sharing information in a clear, concise, and trustworthy manner"*—which keeps everyone aligned and reassured. When tensions arise, his calm issue-focused approach to conflict management, described as *"addressing disagreements with a focus on issues rather than individuals"*, swiftly restores cohesion and momentum.

Innovation flourishes under his stewardship of **Solves Problems, Demonstrates Forward Thinking, and Values Diversity**. Sponsors highlight an analytical yet inclusive problem-solving method: "John is highly skilled at solving problems by thoroughly researching issues, consulting with relevant stakeholders, and developing effective solutions." Anticipating future trends, he designs scalable architectures, evidenced by the remark, "John stands out for his forward-thinking mindset, particularly when designing new flows or modules." Crucially, diverse voices inform these solutions; one sponsor emphasized, "John excels at valuing diversity, consistently appreciating and respecting the unique perspectives, cultures, and backgrounds of his colleagues." This trio of competencies produces robust, innovative outcomes that stand the test of time.

The sponsor group also celebrates operational rigor through **Manages Details** and **Prioritizes**, yet they recognize that aspects of each require continued refinement. On the positive side, a sponsor praised his meticulous eye, saying, "John demonstrates a remarkable ability to manage details, consistently ensuring that all aspects of a project or module are thoroughly considered and executed with precision." Similarly, his capacity to focus effort where it matters is admired: "John stands out for his ability to prioritize tasks effectively, ensuring that the most important and impactful activities are addressed first." Nevertheless, other comments hint at overextension: "John's area for growth lies in managing details, particularly in the context of documentation" and "Prioritizing is an area for growth for John." These observations indicate that while both competencies power his success, tightening documentation practices and sharpening trade-off decisions would heighten his impact even further.

In summary, the data paints a picture of a professional who blends inspirational leadership with disciplined execution, fosters inclusion while driving innovation, and maintains a keen eye on both present demands and future opportunities. This is best summarized by one sponsor who noted that "His leadership style cultivates trust and loyalty, resulting in higher morale and increased productivity."

Growth Competencies

The sponsor group sees clear momentum in **John's** leadership journey yet converges on several growth areas that, if strengthened, will help him translate his vision into consistently scalable outcomes. Their feedback highlights a pattern: his strategic drive occasionally outpaces the operational routines and emotional attunement needed to anchor initiatives over time. Themes of deeper reflection, structured follow-through, and sustained energy weave through the comments, setting the stage for the specific competencies that follow.

Exhibits Emotional Intelligence emerged as a key opportunity. Sponsors appreciate his decisiveness but observe moments when sharper awareness of the team's emotional undercurrents would amplify trust and engagement. One sponsor commented, "During the interview, it was noted that John's growth area is in exhibiting emotional intelligence." Developing this competency means pausing to read subtle cues, inviting divergent perspectives, and flexing his communication tone so that urgency never eclipses empathy. Closely linked is **Demonstrates Resilience**, as emotional agility under pressure fortifies stamina for the long haul. The same sponsor group added, "The sponsor indicated that John sometimes needs to demonstrate resilience." Building deliberate recovery routines and modeling optimism in ambiguity will strengthen team morale and ensure his own wellbeing.

Thinks Analytically speaks to the depth behind his otherwise fast problem-solving. While he routinely dissects issues, sponsors feel richer data analysis and structured synthesis would elevate his recommendations. As one put it, "the sponsor mentioned that John needs to increase his analytical thinking in a deeper way." Investing time to formalize hypotheses, test assumptions, and articulate insights with clear evidence will not only sharpen decisions but also build credibility with cross-functional peers who rely on quantitative justification.

The discipline of **Allocates Time** further anchors these analytical efforts. Sponsors notice a tendency to over-invest in immediate challenges while leaving limited space for reflection or documentation. One remarked, "it was mentioned that John educates time and prioritizes in his growth areas." A more balanced calendar that safeguards thinking blocks, stakeholder check-ins, and contingency buffers will reduce last-minute pressure on the team and signal the value of strategic planning alongside execution.

Two competencies—**Manages Details** and **Prioritizes**—present a dual nature in John's repertoire. He is praised for meticulous code reviews and clear sprint goals, yet sponsors note gaps when these habits are not formalized through documentation or balanced across concurrent projects. One sponsor noted, "there are instances where documentation is missing for certain features and tasks." Another observed, "it was mentioned that prioritizing is an area for growth for John." The tension arises because his high-level clarity sometimes sidelines the granular record-keeping that future teams need, and his drive to act can blur the relative weight of tasks when resources tighten. Strengthening written standards, visible Kanban boards, and criteria-based sequencing will allow him to retain his execution edge while ensuring continuity and focus.

Overall, the sponsor group agrees that John is leveraging a strong strategic mindset and charismatic drive, yet he could operate at an even higher level by embedding disciplined analysis, documented detail, empathetic presence, and protected time into his leadership rhythm. These enhancements will create a multiplier effect—supporting sustained performance, sharper decision quality, and a more resilient team culture. This is best summarized by one sponsor who noted, ["This absence of documentation can create difficulties for the team, as they may struggle to recall what needs to be done or how specific tasks were previously handled."](#) Addressing the competencies outlined above will position him to convert vision into durable, scalable impact.

Personal Discovery

John opened his Personal Discovery (PD) by acknowledging a clear technical gap that affects both his confidence and day-to-day autonomy. He noted that while he is respected for his business analysis perspective, the absence of hands-on coding skills and fluency in database queries leaves him dependent on teammates for even straightforward time estimates. This reliance slows decision cycles and, in his words, limits his ability to add "real weight" in technical discussions. By framing his challenge so concretely, he demonstrated self-awareness as well as an intrinsic drive to deepen his knowledge base rather than simply delegate technical detail to others.

The talent further reflected on the ripple effect of this gap: every time he pauses to ask a colleague for information, overall project momentum stalls and his own credibility as a planner is diluted. He linked the issue not to workload or complexity but to pure skill acquisition, underscoring a learning mindset closely related to **Thinks Analytically** and **Manages Projects**. His determination to close the gap is exemplified by evening self-study sessions in SQL and participation in informal code reviews, behaviors that illustrate a proactive approach to personal mastery and an emerging appreciation for continuous learning.

Embodies Functional Expertise was selected as his singular growth priority. He explained that mastering core programming logic, writing efficient SQL queries, and understanding system architecture will enable him to validate timelines independently, speak with authority in solution-design meetings, and shoulder a broader slice of project ownership. As he stated, ["this is not an issue of complexity or time management, but rather a matter of gaining the necessary knowledge to operate more independently."](#) By elevating this competency, he expects to strengthen collaboration with developers, accelerate decision velocity, and reinforce his professional identity as a well-rounded analyst who can connect functional requirements to real technical effort.

The 360 team echoed this focus: sponsors highlighted his analytical potential yet encouraged him to dive deeper into the technical stack to increase credibility. The close alignment between his self-identified need and sponsor observations suggests a high level of insight, setting a solid foundation for targeted development in the upcoming Individual Growth Plans (IGP).

Recommendation

John has been widely recognized for the precision he brings to projects, yet both the Sponsor group and the data signal that sharpening **Manages Details** will unlock even greater impact. One Sponsor described the ideal picture as ["John ensuring that every feature and task is accompanied by thorough documentation, detailing each step and relevant information."](#) Deepening this competency will help him balance rigour with speed, avoiding the late-stage adjustments that can arise when information is dispersed. By developing this competency, he can also support his desire to improve his technical mastery and become an even more reliable reference point for the team's functional questions.

The next focus area is **Prioritizes**. Sponsors note that when deadlines tighten, John's instinct to address multiple streams at once sometimes dilutes overall momentum; they see an opportunity to apply the decisiveness he already shows in **Leading Teams** to establish a clearer hierarchy of work. The ideal behaviour was captured by a Sponsor who said ["He could facilitate discussions to identify the most critical priorities and ensure that everyone is clear on their roles and responsibilities."](#) Building disciplined sequencing will allow him to leverage his strength in managing performance while reducing team stress and elevating delivery quality. By developing this competency, he can also support his desire to improve the depth and breadth of his functional contributions through more focused learning time.

Finally, cultivating **Exhibits Emotional Intelligence** will amplify John's already positive influence on culture. A Sponsor offered the aspirational view: ["He could facilitate open discussions about challenges and encourage team members to express their concerns."](#) Consistently tuning in to colleagues' emotional cues will help him spot issues early, defuse tensions before they escalate, and reinforce the inclusive environment he values. This competency will also reinforce his acknowledged strengths in building followership and collaboration, enabling him to inspire with empathy as well as vision. By developing this competency, he can also support his desire to improve the quality of the relationships that underpin his expanding technical leadership responsibilities.

GloCoach will record the Sponsor's evaluation of talent's competency with each of the abilities prior to the start of coaching. If any of the abilities below is chosen by the coach and talent as a goal for the coaching program, we will also ask for the Sponsor's evaluation of the talent's competency for that ability after the coaching program has completed. This will provide a quantitative measure to demonstrate the talent's progress towards the goal.

Note that it is ultimately up to the talent and coach to define the right goal for the coaching program based on data from this report, the talent's aspirations, and the duration of the coaching program.



Personal Discovery

Biggest Challenges

John is currently navigating the challenge of enhancing his technical expertise, particularly in understanding coding and database queries such as SQL. This challenge is significant because it directly impacts his ability to independently estimate project timelines and contribute more effectively to technical discussions within his team. Without this technical proficiency, John finds himself reliant on others for time estimates, which can slow down project planning and reduce his autonomy in managing tasks.

The impact of this challenge extends beyond his individual role, affecting the efficiency and workflow of his entire team. By not being able to accurately gauge the time required for technical tasks, John must frequently consult with team members, which can disrupt their focus and hinder overall productivity. He recognizes that improving his technical skills would not only benefit his own performance but also support the team in achieving smoother project execution and better planning.

To address this challenge, John has taken proactive steps by dedicating time to learning SQL and building logical problem-solving skills. He believes that mastering these areas will allow him to estimate timelines more accurately and reduce his dependence on others. John reflects that this is not an issue of complexity or time management, but rather a matter of gaining the necessary knowledge to operate more independently. The most relevant competency for this challenge is Embodies Functional Expertise, as it centers on developing the technical skills required for his role. External factors, such as evolving project requirements and the need for accurate planning, further underscore the importance of this challenge. John's commitment to continuous learning demonstrates his determination to overcome this obstacle and enhance his contributions to the team.

Focus Area

Focus Area 1: Embodies Functional Expertise

John's primary area of improvement is to further develop his technical expertise, especially in coding and database queries like SQL. This focus is significant because it will enable him to independently estimate project timelines and contribute more effectively to technical discussions, reducing his reliance on others for information. By strengthening his technical skills, John aims to improve his performance as a business analyst and support his team in achieving better project planning and execution. He recognizes that mastering these skills is essential for his professional growth and is actively working on this area as his main priority.



Talent Descriptor

John is described as someone who is efficient, maintains a positive environment, and keeps work progressing in an enjoyable way. Friends and colleagues see him as hardworking, a team player, and someone who motivates others while ensuring tasks are completed.

Description of Talent Based on Third Party Assessment (3PA)

John acknowledged that his emotional awareness helps him understand his team members' moods and assign tasks accordingly. He agreed with the assessment's recognition of his assertiveness and conscientiousness, noting that these strengths enable him to prioritize tasks and keep his team motivated during challenging periods.

3PA Interpretation (Using uploaded 3PA Documents)

We have also reviewed your 3PA, which appears to be My results from the BigFive personality test - Free open-source BigFive personality traits test, and offer the following perspectives for your consideration:

Identify Foundational Value System

Key Strengths: John demonstrates high levels of sociability, assertiveness, and emotional awareness, which positively influence his ability to build strong relationships and lead teams effectively. His conscientiousness and goal orientation drive him to set clear objectives and pursue them with determination.

Risk Areas: John may experience heightened sensitivity to stress and negative feedback, as indicated by high neuroticism and self-consciousness. He could also be at risk of overextending himself or struggling with immoderation if not careful with workload management.

Guiding Values and Principles: John values accountability, collaboration, and achievement, which guide his interactions and decision-making. These values enable him to foster trust and harmony within teams but may also lead to self-imposed pressure if not balanced.

Map Traits to GCLM Competencies:

Strength

Leads Teams: John's sociability and assertiveness align with this competency, as he naturally motivates and guides others toward shared goals.

Exhibits Emotional Intelligence: John's emotional awareness and empathy support positive team dynamics and effective communication.

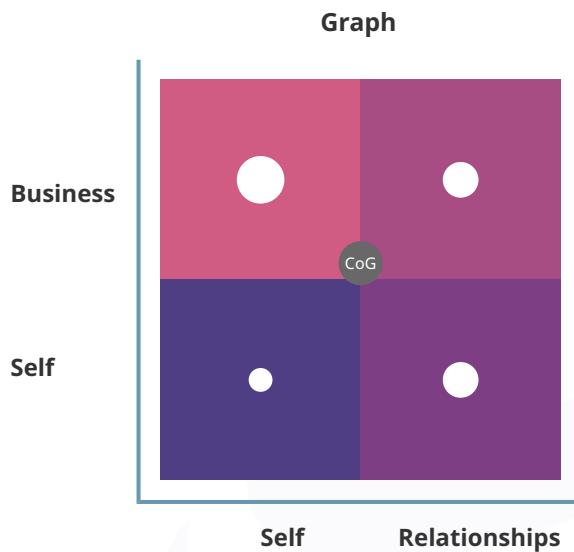
Growth

Embodies Functional Expertise: John's focus on developing technical skills reflects a growth area, as increased expertise will enhance his effectiveness in his role.

Manages Details: Improving attention to technical specifics and project estimation will further strengthen his contributions to the team.

Value Insights

Value Distribution Analysis



Note: The bubble-size represents the relative number of selected values per quadrant.

Interpretation

- John can leverage these values collectively for personal and professional growth by fostering strong leadership, ensuring alignment among stakeholders, and building cohesive teams. By integrating these values, he can create a collaborative environment that supports both individual and organizational success.
- Talent has values across all areas, hence a well-balanced set of values.
- Talent has a disciplined, self-driven approach to achieving business goals.
- Talent excels in delivering results through relationships.
- Talent's Value Centre of Gravity (CoG) is at the centre, indicating a well-balanced approach across all development areas.

Personal Values

1. Accountability

2. Goal-Orientation

3. Leadership

4. Mentorship

5. Motivation

6. Proactivity

7. Relationship-Building

8. Stakeholder-Alignment

9. Teambuilding

Statements describing the 9 personal values

- You highly value building strong relationships and maintaining harmony within a team.
- You take accountability seriously and ensure that tasks are followed through.
- You have a strong goal-oriented mindset, always keeping your long-term objectives in focus.
- You enjoy helping others grow, with a natural inclination toward mentorship.

Value Insights

Personal Mission Statement

To foster strong, harmonious relationships within teams, taking accountability for results while mentoring others and ensuring alignment with all stakeholders to achieve long-term goals.

Core Values, Principles & Strengths

Core Value 1 - Leadership

Principle: Take initiative and lead by example, ensuring that tasks are started promptly rather than waiting for others.

Strength: Demonstrates proactive leadership and a willingness to take responsibility for team outcomes.

Core Value 2 - Stakeholder-Alignment

Principle: Maintain transparency by keeping all stakeholders informed about processes and decisions.

Strength: Ensures clear communication and alignment among all parties involved in a task.

Core Value 3 - Teambuilding

Principle: Emphasize collective achievement, believing that a team can accomplish more together than any individual alone.

Strength: Builds strong team bonds and encourages collaboration for greater success.

Yellow Flags & Zones with Action Items

Leadership

Yellow Zone

Yellow Flag: Previously, there was a tendency to overextend by taking on too many leadership responsibilities, leading to overwhelm.

Action Item: Now, John checks his workload before taking initiative and delegates tasks when necessary to maintain balance.

Value Insights

Value Violation & Recommendations

Scenario: A team member violates one of John's core values, such as not aligning with team culture or expectations.

Emotional Response: He remains composed and avoids irritation, focusing on constructive dialogue.

Behavioral Response: John approaches the individual calmly and explains how their actions affect the team and work environment.

Recommendation: Continue addressing value violations through open communication and education, reinforcing the importance of team culture and alignment.

Value Interpretation & Suggestions for others

When Collaborating:

- ✓ Encourage open communication and transparency.
- ✓ Foster a collaborative team environment.
- ✓ Support proactive leadership and initiative.

Avoid:

- ✗ Overloading with responsibilities without considering current workload.
- ✗ Lack of stakeholder communication.
- ✗ Ignoring team input or collaboration.

Precautions:

- Regularly assess workload before taking on new tasks.
- Delegate responsibilities when necessary.
- Maintain clear communication with all stakeholders.

Special Focus on Core Values:

No Data Available.

Value Insights

Reflections & Next Steps

Reflections:

- John demonstrates a strong commitment to leadership, stakeholder alignment, and teambuilding.
- He is proactive in addressing his growth areas and values open communication.
- His approach to managing workload and delegating tasks supports a healthy team environment.

Next Steps:

- Continue developing technical expertise to enhance functional effectiveness.
- Maintain balanced leadership by regularly assessing workload and delegating when needed.
- Reinforce stakeholder alignment through transparent communication and regular updates.

Our Approach

Human Centric. AI-Powered.

Our approach centers on the **Organizational Behavior Assessment**, a structured and data-driven process that highlights a talent's behavioral strengths, effectiveness patterns, and development opportunities. The OBA is anchored in the **GloCoach Leadership Model**, which includes **32 leadership competencies**, split into three development categories. By mapping talent behaviors to this comprehensive model, we provide a clear, standardized and unbiased view of how individuals perform across key leadership dimensions. This makes OBA a powerful standalone diagnostic that supports performance discussions, succession planning, and targeted development decisions within organizations.

Besides the Personal Discovery by the Talent, a key part of the OBA process is the involvement of **Sponsors** — carefully selected stakeholders from the talent's professional environment, who are responsible for supporting and investing in the talent's growth, hence sponsoring their development. Their input helps ensure alignment between the talent's development priorities and organizational objectives.

The OBA also includes **development recommendations**, intended as prompts for discussion rather than fixed prescriptions. These recommendations are generated through clear logic: identifying the most commonly mentioned themes, highlighting areas that align with the talent's own self-view, while emphasizing strengths that can be further built upon. This ensures the insights are relevant, balanced, and grounded in real behavioral data, enabling productive, forward-looking development conversations - free from judgements or ratings.

Additional to the concluding OBA Report, talents may also receive an **Individual Growth Plan**, which summarizes the key insights from the OBA into focused, actionable development areas. The IGP helps individuals understand what to work on and why, offering a practical starting point for reflection and self-directed growth. It clarifies which strengths can be leveraged more effectively and which behavioral patterns may be limiting performance or leadership impact.

GloCoach Leadership Model 3.0

The **GloCoach Leadership Model** is based on 32 behavioral competencies which we have identified in exceptional leaders. They are organized in three areas: Developing Relationships, Developing Your Business and Developing Yourself. Leaders who consistently demonstrate these behaviors deliver exceptional results. Most people, however, have Growth Competencies—derailing habits or underdeveloped competencies which are counterproductive to or deficient of the behaviors below.

Developing Yourself	Developing Relationships	Developing Your Business
Allocates Time	Builds Followership	Demonstrates Forward Thinking
Communicates with Credibility	Collaborates Across Boundaries	Demonstrates Initiative
Demonstrates Resilience	Delegates	Drives Results
Displays Courage	Develops Talent	Embraces Change
Embodies Functional Expertise	Focuses on Customers	Makes Decisions
Exhibits Emotional Intelligence	Influences Others	Prioritizes
Manages Details	Leads Teams	Shows Business Agility
Manages Projects	Leads with Humility	Solves Problems
Projects Executive Presence	Manages Conflicts	Thinks Analytically
Shows Curiosity	Manages Performance	Thinks Enterprise-Wide
	Values Diversity	Thinks Strategically

Developing Yourself

- **Allocates Time:** The ability to effectively plan, sequence and invest time to accomplish tasks and meet deadlines, for the greatest returns.
- **Communicates with Credibility:** The ability to leverage written and live communications to efficiently and effectively share information, insights, and perspectives with well-supported data in a trustworthy and convincing manner which builds credibility with stakeholders.
- **Demonstrates Resilience:** The ability to effectively engage and navigate challenges, bounce back from setbacks, identify opportunities, and maintain consistent re-energization for personal well-being and positive team interactions.
- **Displays Courage:** The ability to trust one's expertise and judgment by demonstrating a mindset to challenge conventional norms amidst uncertain situations and to take risks that enable the team to confidently and productively address challenges, overcome fear and doubt, and result in positive outcomes.
- **Embodies Functional Expertise:** The ability to demonstrate the range of function-specific skills and technical expertise required for success in a particular role, exemplifying in-depth knowledge and in the proficient execution of designated responsibilities.
- **Exhibits Emotional Intelligence:** The ability to be aware of and understand workplace dynamics, maintain positional roles, and effectively self-regulate emotions in a wide variety of circumstances.
- **Manages Details:** The ability to ensure work and information are complete, consistent and accurate through focus on the specifics, smallest elements and intricacies in a task.
- **Manages Projects:** The ability to effectively plan, organize, maximize resources, oversee, and drive projects within project timelines, from start to finish, effectively engaging multiple stakeholders across functions.
- **Projects Executive Presence:** The ability to authentically and intentionally demonstrate confidence and dignity in one's positional roles through skillful verbal and non-verbal communication within the immediate team and adeptly adapting one's approach when engaging with higher management.
- **Shows Curiosity:** The ability to appreciate what we don't know and see value in continuous learning.

Developing Relationships

- **Builds Followership:** The ability to build purpose, meaning, and vision for the future and inspire others to join you in the journey.
- **Collaborates Across Boundaries:** The ability to develop, maintain, and strengthen collaborative relationships beyond the immediate team.
- **Delegates:** The ability to discern and delegate tasks based on individual strengths, distinguishing between those that are best suited for oneself and those that support the growth of others as managers and leaders.
- **Develops Talent:** The ability to regularly assess the skills and talents of team members, and continually invest time to nurture and grow individuals into future roles.
- **Focuses on Customers:** The ability to effectively anticipate the needs and expectations for internal and external customers, and to serve as their advocate.
- **Influences Others:** The ability to use your experience and insight to inspire, persuade, and motivate others to shift their views and behaviors when requested.
- **Leads Teams:** The ability to consistently leverage individual strengths, promote collaboration and trust, and use clear communication to guide and inspire a team towards achieving goals effectively and efficiently.
- **Leads with Humility:** The ability to put the needs of others first and serving them with respect and dignity, with the aim of empowering and developing individuals and teams to achieve their full potential.
- **Manages Conflicts:** The ability to resolve disagreements and disputes by focusing on the issue and not the person, which minimizes unnecessary friction and maximizes alignment and progress on priorities.
- **Manages Performance:** The ability to set expectations, provide feedback and accountability, measure and recognize outcomes, and communicate issues promptly and effectively.
- **Values Diversity:** The ability to appreciate, respect and invite diverse perspectives, cultures and backgrounds of others in the workplace and social interaction.

Developing Your Business

- **Demonstrates Forward Thinking:** The ability to anticipate future trends and develop forward-looking innovative solutions, taking appropriate steps to move forward and to mitigate risks.
- **Demonstrates Initiative:** The ability to survey a situation, identify what needs to be done, and proactively take ownership of the solution.
- **Drives Results:** The ability to focus on outcomes and have the persistence to take initiative on the issues that will drive those outcomes.
- **Embraces Change:** The ability to successfully adapt, see change as a natural momentum in business, communicate change strategies with convincing, well-supported reasons, and lead others through new initiatives for effective implementation and deployment of the organization's capabilities.
- **Makes Decisions:** The ability to evaluate options, identify key stakeholders, and make specific decisions in a timely manner.
- **Prioritizes:** The ability to identify and sequence the right tasks and focus areas, in light of constraints and tradeoffs, to maximize output.
- **Shows Business Agility:** The ability to learn and adjust one's approach to changes in the environment and new business opportunities.
- **Solves Problems:** The ability to identify problems and barriers, articulate a plan, and resolve situations effectively.
- **Thinks Analytically:** The ability to gather, process, synthesize and extract insights from complex sets of information and interpret information to establish and provide a point of view.
- **Thinks Enterprise-Wide:** The ability to conceptually see across the entire business enterprise and appreciate the functional tradeoffs associated with multiple solution options.
- **Thinks Strategically:** The ability to analyze, plan, and make strategic decisions with a near or mid-term perspective, consider various paths towards a focused future state, anticipate the implications and tradeoffs associated with the different path options with mitigated risks.