

COMPETENCY GUIDE

YOUR ROAD MAP
FOR PROGRESS





	DEPARTMENT MANAGER	MANAGER	PERFORMANCE EVALUATOR	EXPERT	OPERATION
MANAGING BUSINESS	<ul style="list-style-type: none"> Business Savvy Establishing Direction Driving Execution 	<ul style="list-style-type: none"> Decision Making Planning & Coordinating 	<ul style="list-style-type: none"> Analyzing & Taking Action Planning & Coordinating 	<ul style="list-style-type: none"> Analyzing & Taking Action Managing Work 	<ul style="list-style-type: none"> Taking Action Contributing to Team Success
MANAGING TEAM	<ul style="list-style-type: none"> Energizing the Organization Empowerment Coaching & Development 	<ul style="list-style-type: none"> Guiding Team Success Delegation Coaching & Development 	<ul style="list-style-type: none"> Aligning Performance for Success Delegation Coaching (Guiding) 		
MANAGING MYSELF	<ul style="list-style-type: none"> Leadership Presence 	<ul style="list-style-type: none"> Leadership Presence 	<ul style="list-style-type: none"> Professional Presence 	<ul style="list-style-type: none"> Grit Continuous Learning 	<ul style="list-style-type: none"> Grit Applied Learning
CORE COMPETENCIES	<ul style="list-style-type: none"> Building Trust through Communication Collaborating & Building Partnerships Quality Orientation Continuous Improvement & Identifying Change Opportunities 	<ul style="list-style-type: none"> Building Trust through Communication Collaborating & Building Partnerships Quality Orientation Continuous Improvement & Identifying Change Opportunities 	<ul style="list-style-type: none"> Building Trust through Communication Collaborating & Building Partnerships Quality Orientation Continuous Improvement & Identifying Change Opportunities 	<ul style="list-style-type: none"> Building Trust through Communication Collaborating & Building Partnerships Quality Orientation Continuous Improvement & Identifying Change Opportunities 	<ul style="list-style-type: none"> Building Trust through Communication Collaborating & Building Partnerships Quality Orientation Continuous Improvement & Identifying Change Opportunities





BUILDING TRUST THROUGH COMMUNICATION

Demonstrating ethical behaviors; gaining trust by following through on commitments and by openly disclosing one's own positions; remaining open to different ideas and treating others with respect.

Acts ethically — Acts with integrity, keeps commitments and delivers on promises; keeps sensitive information confidential; adheres to moral, ethical and professional standards, regulations and organizational policies.

Discloses own position — Shares own thoughts, feelings, experiences and rationale openly. Admits mistakes. Enquires about others' feelings and thoughts, fosters an environment of trust to encourage open communication.

Remains open to ideas— Listens to others and objectively considers their ideas and opinions, even when they conflict with one's own.

Values others — Gives credit to others for their contributions; shows empathy and offers reassurance in response to their concerns; treats people fairly and with dignity and respect.

COLLABORATION AND BUILDING PARTNERSHIPS

Working collaboratively with others; developing and leveraging relationships with peers, stakeholders, other departments and organizations to achieve results.

Seeks opportunities to build relationships — Acts proactively to build effective working relationships. Clarifies mutual benefits and expectations from a potential partnership.

Collaboratively creates action plans — Develops action plans in collaboration with partners to help realize shared goals. Encourages open exchange of ideas and builds on others' suggestions.

Prioritizes shared goals — Places higher priority on shared organizational goals. Acts with a "We" mind-set.

Acts as a catalyst — Shares the rationale behind ideas and suggestions on how to achieve mutual goals. Facilitates agreement.

Builds sustainable partnerships — Actively participates and tracks progress to sustain effective partnerships.

Establishes good interpersonal relationships — Makes others feel valued through empathy, involvement and support; appreciates others' contributions.

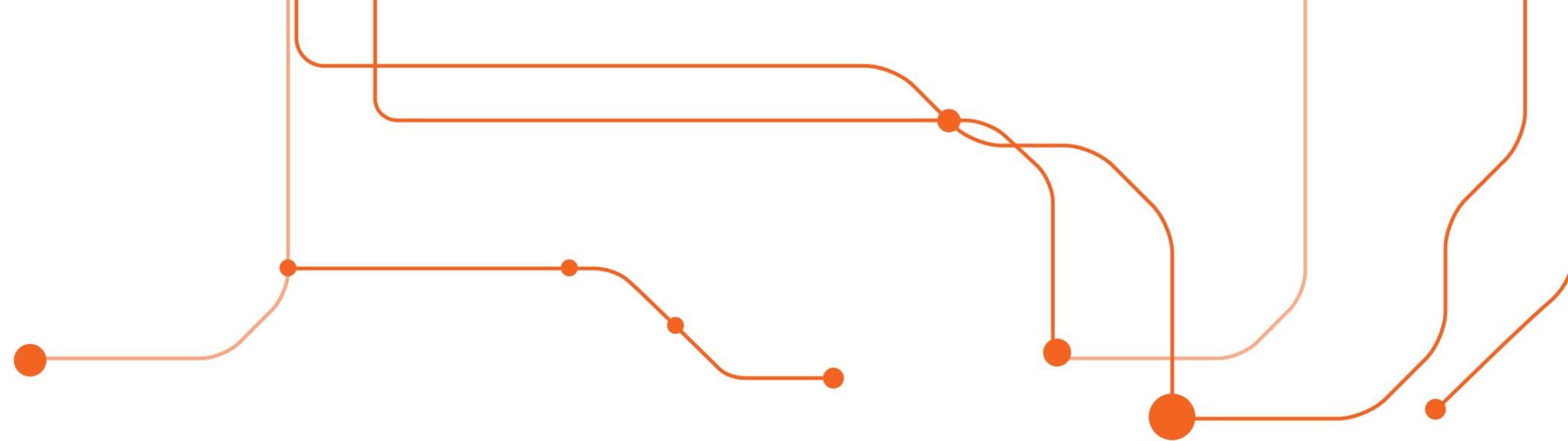


**DEPARTMENT
MANAGER
COMPETENCIES**

YOUR ROAD MAP
FOR PROGRESS



- Managing Business**
 - Business Savvy
 - Driving Execution
 - Establishing Direction
- Managing Team**
 - Energizing the Organization
 - Coaching and Development
 - Empowerment
- Managing Myself**
 - Leadership Presence



ENERGIZING THE ORGANIZATION

Vividly communicating a compelling view of the future state in a way that helps others understand and feel how business outcomes will be different when the vision and values become a reality. Motivating employees for higher performance. Living the organizational values and encouraging others to do the same.

Paints the picture — Vividly describes the organization's purpose and the path forward in a way that helps others understand and feel their impact on important outcomes.

Creates meaning and demonstrates benefits — Encourages commitment to the organization's priorities, direction and values by sharing facts and sound rationale and by conveying the relevant benefits.

Inspires passion — Conveys opportunities to realize the organization's priorities and culture in a way that captures attention, arouses emotion and compels others to take action despite obstacles; inspires others to personally contribute to the organization's success for the long term.

Leads through vision and values — Uses the organization's vision and values as guideposts for conducting own responsibilities; translates the vision, strategy and values for employees and stakeholders by linking them to their daily responsibilities; connects the vision for the business unit to that of the broader organization; rewards behavior that supports the vision and values.

BUSINESS SAVVY

Utilizing micro and macro level data to evaluate work results; leveraging the understanding of one's own function and other business functions to contribute to long-term goals.

Understands business functions — Understands the nature and interdependencies of different organizational functions.

Understands the industry and trends — Understands the industry and the trends in which the organization operates.

Leverages understanding and knowledge for business results — Uses understanding of work, the industry and the organization's performance to maximize results, minimize risks and to effectively manage the business unit.





COACHING AND DEVELOPMENT

Providing feedback, instruction and development guidance to help others excel in their current or future job responsibilities.

Clarifies performance — Seeks information and shares opinions about employees' current performance as well as long-term development needs.

Provides timely feedback — Observes performance and development, gives timely and specific feedback. Creates awareness. Reinforces efforts and progress.

Conveys performance expectations — Communicates expectations and links expectations to business goals. Generates awareness of the importance of employee's development areas in light of business expectations.

Guides and observes development — Provides guidance and positive role models. Encourages employee involvement in development planning. Creates a comprehensive development plan and supports the employee by creating opportunities for development. Removes barriers.

Establishes effective interpersonal relationships — Helps team members feel valued and included in development discussions. Expresses confidence in team members' ability to excel, maintains their self-esteem, empathizes.

LEADERSHIP PRESENCE

Demonstrating a poised, credible and confident demeanor that reassures others and commands respect; conveying an image that is consistent with the organization's vision and values.

Exudes confidence — Has self-confidence, exhibits a presence that commands attention and respect and instills confidence in one's actions and outcomes.

Acts as an ambassador — Properly represents the organization on all occasions.

Advocates for the organization — Champions organizational decisions and policies; balances stakeholder interests with organizational goals.

Models organizational values — Acts as a role model by displaying the organizational values.

Acts fairly — Treats each team member equally and fairly, avoids discrimination. Creates opportunities to get to know team members better and looks for ways to improve communication. Keeps personal prejudices and assumptions in check.

Manages stress — Remains calm, poised and productive when confronted by work-related stress.





DRIVING EXECUTION

Defining responsibilities by breaking long-term plans into shorter term tasks.
Aligning communication, accountabilities, resource capabilities and internal systems and processes to yield results.

Identifies key tasks — Identifies the key tasks and activities needed to achieve long-term objectives or initiatives. Translates long term objectives into short and middle-term tasks.

Develops communication strategy — Involves others. Motivates the team.
Clarifies the dissemination of information.

Creates accountability — Defines team members' responsibilities in accordance with business goals. Defines tasks and parameters clearly and ensures accountability.

Ensures skills and readiness — Identifies and develops relevant skills and knowledge to accomplish objectives.

Aligns systems and process — Identifies and aligns systems and processes to support implementation of specific goals.

Measures progress — Establishes criteria and systems to track ongoing progress toward goals.

Celebrates successes and effort — Encourages high performance and effort, creates opportunities to celebrate contributions and success. Creates a culture of appreciation.

EMPOWERMENT

Identifying and leveraging opportunities to accelerate results and build capability by assigning tasks and decision-making responsibilities to individuals or teams with clear boundaries, expectations, support and follow-up.

Identifies opportunities to share responsibility — Actively seeks and allocates responsibility to appropriate individuals based on their abilities, motivation and development needs. Gives appropriate decision-making authority or task responsibility. Considers potential positive and negative impact, business unit priorities, organizational values and the opportunity to enhance others' knowledge and skills.

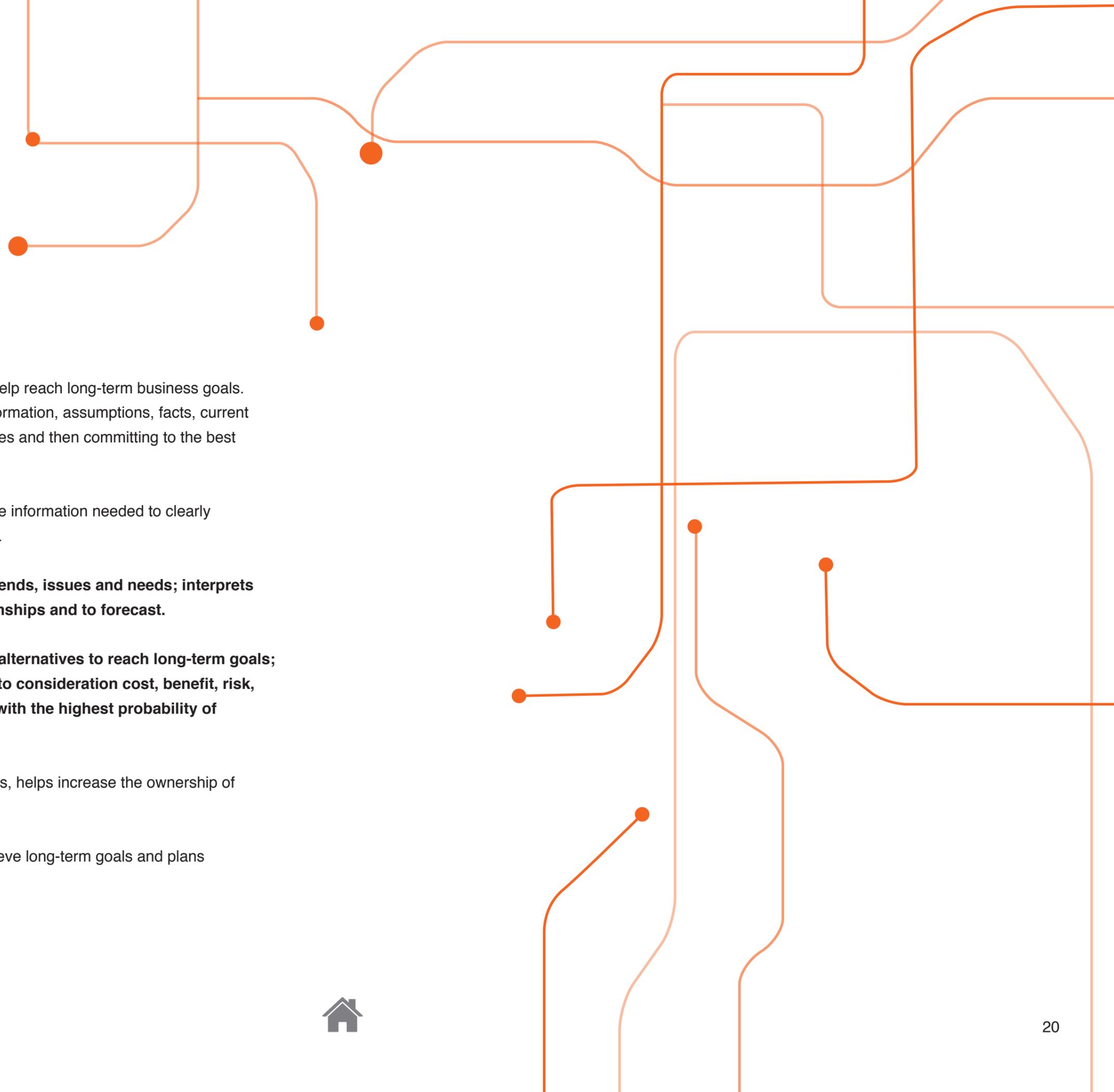
Clarifies performance expectations — Clearly communicates the importance and parameters of the delegated task/responsibility, including task scope, limits of decision-making authority, performance standards, time constraints and expected outputs and their impact (on the individual and team); identifies others' issues and concerns; summarizes to ensure shared expectations.

Provides support without removing task ownership — Suggests resources and provides assistance or coaching as needed; offers timely, specific feedback to reinforce effective performance and to redirect less effective performance. Expresses confidence in the individual.

Involves others in agreements — Generates commitment by asking for the other person's ideas when agreeing on performance expectations, the resources and support needed, how results will be measured and the follow-up actions.

Tracks and stays informed — Establishes procedures to remain aware of issues, to follow up on action items and to track results (e.g. quality, cost or timeliness) in areas of shared responsibility.





ESTABLISHING DIRECTION

Gathering information and determining trends to help reach long-term business goals. Developing alternatives by analyzing systemic information, assumptions, facts, current resources and constraints and organizational values and then committing to the best alternative.

Gathers information — Identifies and pursues the information needed to clearly understand the current situation and opportunities.

Analyzes — Analyzes information to identify trends, issues and needs; interprets information to understand cause-effect relationships and to forecast.

Develops direction — Provides and evaluates alternatives to reach long-term goals; develops decision-making criteria by taking into consideration cost, benefit, risk, timeline and support; chooses the alternative with the highest probability of success.

Involves — Creates opportunities to involve others, helps increase the ownership of decisions.

Outlines plans — Identifies priorities to help achieve long-term goals and plans accordingly.



MANAGER COMPETENCIES
YOUR ROAD MAP FOR PROGRESS



- Managing Business**
 - Decision Making
 - Planning & Coordinating
- Ekibimi Yönetiyorum**
 - Delegation
 - Guiding Team Success
 - Coaching and Development
- Managing Self**
 - Leadership Presence



DELEGATION

Identifying and leveraging opportunities to accelerate results and to build capability by assigning tasks and decision-making responsibilities to individuals or teams.

Delegates — Moves decision making and accountability downward through the organization by sharing responsibilities with others; delegates to appropriate individuals, considering skills and development needs.

Shares authority — Clarifies expectations and decision-making authority while ensuring the ownership and accountability of delegated tasks.

Provides guidance — Provides appropriate amount of information, resources and encouragement to support others' success without undermining their full ownership of issues and results.

Follows-up — Monitors progress regarding delegated responsibilities.

GUIDING TEAM SUCCESS

Providing guidance to the team to help achieve its purpose and goals. Supporting the team and creating the appropriate environment to enhance motivation and harmony.

Provides direction — Ensures that the team understands its mission and importance. Guides the team to determine both short and long term specific and measurable goals.

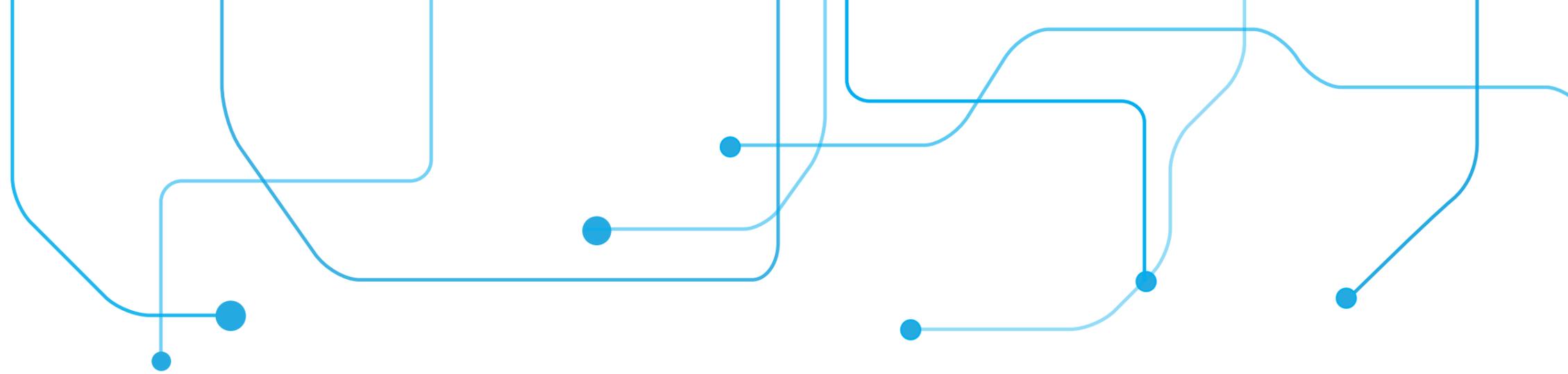
Involves others — Leverages others' skills and gains their support by asking for their ideas, opinions and by encouraging participation when solving problems, making decisions and carrying out plans.

Clarifies roles and responsibilities — Helps to clarify roles and responsibilities within the team and the expected outputs. Ensures that necessary steering, review and support functions are in place.

Supports the team — Supports others to reach goals; builds others' sense of task ownership by helping them generate ideas, make decisions, obtain resources and overcome barriers. Creates a learning environment and enhances others' self-esteem. Celebrates team success.

Tracks team performance — Shares relevant information with the team; regularly reviews outputs and evaluates.





DECISION MAKING

Identifying and understanding needs, opportunities and threats by gathering, analyzing and interpreting information; establishing clear decision criteria, generating and evaluating alternatives and choosing the best course of action, considering the risks and taking action.

Assesses needs, opportunities and threats — Determines the necessary action by evaluating needs, opportunities and threats.

Gathers information — Recognizes the need for and collects information to better understand problems and opportunities.

Interprets information — Integrates and interprets information from a variety of sources.

Generates alternatives — Creates relevant options for addressing problems and opportunities that will achieve desired outcomes. Evaluates alternatives and risks in accordance with decision criteria, reviews applicability and possible outcomes.

Decides and takes action — Selects the most viable option from a set of alternatives. Initiates action.

Invites participation — Involves others throughout the decision-making process to obtain better information, to generate alternatives and to ensure buy-in to the resulting decisions; builds consensus when appropriate.

COACHING AND DEVELOPMENT

Providing feedback, instruction and development guidance to help others excel in their current or future job responsibilities.

Clarifies performance — Seeks information and shares opinions about employees' current performance as well as long-term development needs.

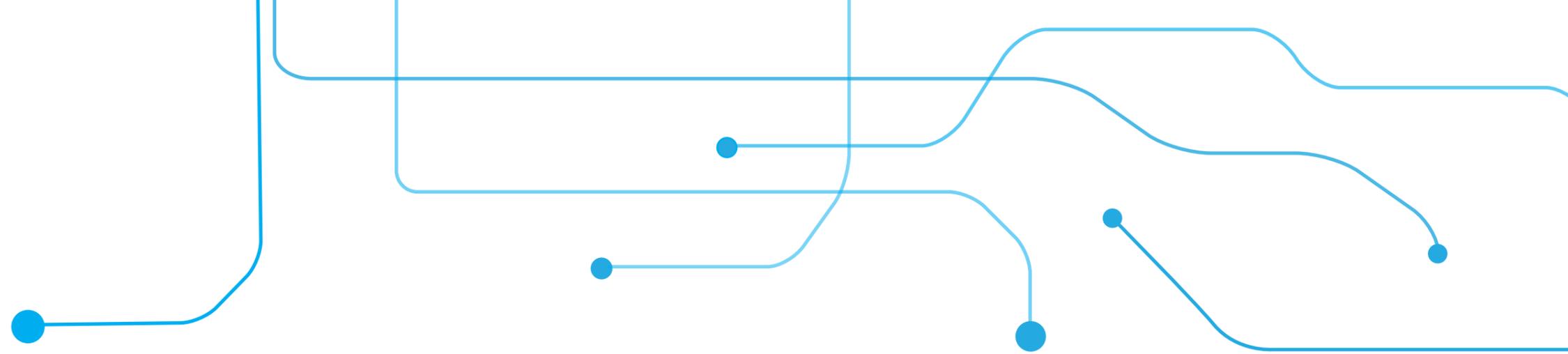
Provides timely feedback — Observes performance and development, gives timely and specific feedback. Creates awareness. Reinforces efforts and progress.

Conveys performance expectations — Communicates expectations and links expectations to business goals. Generates awareness of the importance of employee's development areas in light of business expectations.

Guides and observes development — Provides guidance and positive role models. Encourages employee involvement in development planning. Creates a comprehensive development plan and supports the employee by creating opportunities for development. Removes barriers.

Establishes effective interpersonal relationships — Helps team members feel valued and included in development discussions. Expresses confidence in team members' ability to excel, maintains their self-esteem, empathizes.





LEADERSHIP PRESENCE

Demonstrating a poised, credible and confident demeanor that reassures others and commands respect; conveying an image that is consistent with the organization's vision and values.

Exudes confidence — Has self-confidence, exhibits a presence that commands attention and respect and instills confidence in one's actions and outcomes.

Acts as an ambassador — Properly represents the organization on all occasions.

Advocates for the organization — Champions organizational decisions and policies; balances stakeholder interests with organizational goals.

Models organizational values — Acts as a role model by displaying the organizational values.

Acts fairly — Treats each team member equally and fairly, avoids discrimination. Creates opportunities to get to know team members better and looks for ways to improve communication. Keeps personal prejudices and assumptions in check.

Manages stress — Remains calm, poised and productive when confronted by work-related stress.

PLANNING & COORDINATING

Establishing an action plan for self and others to complete work efficiently.

Manages priorities — Identifies more critical and less critical activities and assignments; adjusts priorities when appropriate.

Determines tasks and resources — Determines project/assignment requirements by breaking them down into tasks and identifying types of equipment, materials and people needed. Reschedules resources if needed.

Plans — Allocates appropriate amount of time for completing own and others' work; avoids scheduling conflicts; ensures timely task completion. Develops alternative plans as needed.

Leverages resources — Utilizes / provides available resources to complete work efficiently.



PERFORMANCE EVALUATOR COMPETENCIES
YOUR ROAD MAP FOR PROGRESS



- Managing Business**
 - Analyzing & Taking Action
 - Planning and Coordinating
- Managing Team**
 - Delegation
 - Coaching (Guiding)
 - Aligning Performance for Success
- Managing Self**
 - Professional Presence



ANALYZING AND TAKING ACTION

Gathering, confirming and comparing data from multiple resources to determine work requirements, generating alternative solutions; evaluating alternatives against decision criterion and taking the appropriate action.

Gathers information — Recognizes the need for and collects information.

Interprets and integrates information — Analyzes and interprets data to determine issues and needs and to understand probable cause-effect relationships.

Determines alternatives — Creates relevant options for addressing problems or opportunities; develops decision criteria.

Commits to action — Makes timely decision; takes action to leverage opportunities and to resolve or prevent problems.

Considers others' perspectives — Involves others throughout the decision-making process to obtain better information, generate alternatives and to ensure buy-in to the resulting decisions; builds consensus when appropriate.

DELEGATION

Identifying and leveraging opportunities to accelerate results and to build capability by assigning tasks and decision-making responsibilities to individuals or teams.

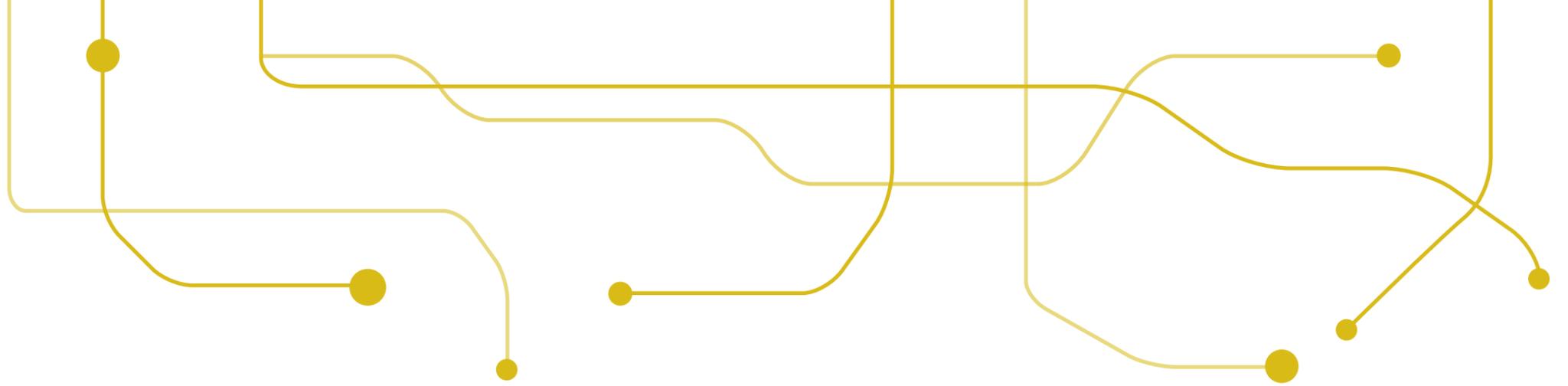
Delegates — Moves decision making and accountability downward through the organization by sharing responsibilities with others; delegates to appropriate individuals, considering skills and development needs.

Shares authority — Clarifies expectations and decision-making authority while ensuring the ownership and accountability of delegated tasks.

Provides guidance — Provides appropriate amount of information, resources and encouragement to support others' success without undermining their full ownership of issues and results.

Follows-up — Monitors progress regarding delegated responsibilities.





COACHING (GUIDING)

Providing timely guidance and feedback to support the development of knowledge/skills required for team members to complete a task or to solve a problem.

Facilitates open communication — Exchanges information to clarify and confirm expected knowledge, skill and behaviors.

Provides feedback — Gives timely and specific feedback; creates awareness and encourages development.

Explains and gives direction — Provides guidance, information, shares real-life examples and creates opportunities for further observation to support team members' development.

Uses key interaction principles — Establishes good interpersonal relationships by helping team members feel valued, appreciated and included in discussions. Enhances self-esteem, empathizes, and provides supports.

PROFESSIONAL PRESENCE

Demonstrating a poised, credible and confident demeanor that reassures others and commands respect; conveying an image that is consistent with the organization's vision and values.

Exudes confidence — Has self-confidence, exhibits a presence that commands attention and respect and instills confidence in one's actions and outcomes.

Acts as an ambassador — Properly represents the organization on all occasions.

Advocates for the organization — Champions organizational decisions and policies; balances stakeholder interests with organizational goals.

Manages Stress — Remains calm, poised and productive when confronted by work-related stress or opposition from others.





ALIGNING PERFORMANCE FOR SUCCESS

Sharing goals/tasks to manage team members' performance, tracking results and evaluating performance effectiveness.

Sets performance goals — Sets specific, measurable and realistic performance goals that align with broader work group and organizational priorities; identifies measures for evaluating goal achievement.

Establishes approach — Identifies the behaviors, knowledge and skills required to achieve goals; identifies critical areas for focus and evaluation.

Involves others — Emphasizes shared responsibility for managing performance by helping direct reports set goals, establish an approach, identify learning opportunities and track performance progress; engages others in finding ways to achieve difficult expectations and improve results.

Tracks performance — Implements a system to track performance against goals and the acquisition and use of appropriate behaviors, knowledge and skills.

Evaluates performance — Holds regular formal discussions with each direct report to discuss progress toward goals and to review performance results; evaluates each goal, behavior, knowledge and skill area by sharing relevant data and examples.

PLANNING & COORDINATING

Establishing an action plan for self and others to complete work efficiently.

Manages priorities — Identifies more critical and less critical activities and assignments; adjusts priorities when appropriate.

Determines tasks and resources — Determines project/assignment requirements by breaking them down into tasks and identifying types of equipment, materials and people needed. Reschedules resources if needed.

Plans — Allocates appropriate amounts of time for completing own and others' work; avoids scheduling conflicts; ensures timely task completion. Develops alternative plans as needed.

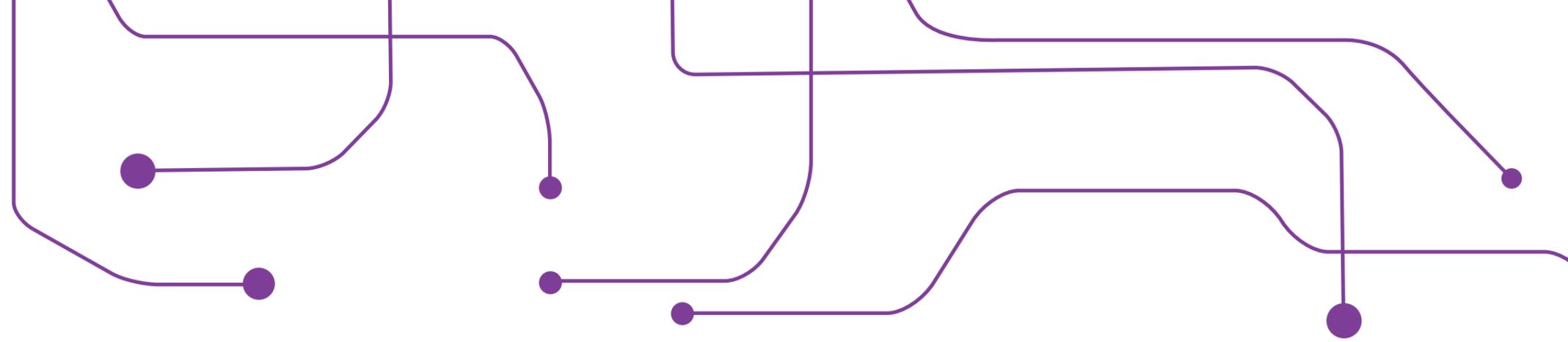
Leverages resources — Utilizes / provides available resources to complete work efficiently.



EXPERT COMPETENCIES
YOUR ROAD MAP FOR PROGRESS



- Managing Business**
 - Analyzing and Taking Action
 - Managing Work
- Managing Self**
 - Grit
 - Continuous Learning



ANALYZING AND TAKING ACTION

Gathering, confirming and comparing data from multiple resources to determine work requirements, generating alternative solutions; evaluating alternatives against decision criterion and taking the appropriate action.

Gathers information — Recognizes the need for and collects information.

Interprets and integrates information — Analyzes and interprets data to determine issues and needs and to understand probable cause-effect relationships.

Determines alternatives — Creates relevant options for addressing problems or opportunities; develops decision criteria.

Commits to action — Makes timely decisions; takes action to leverage opportunities and to resolve or prevent problems.

Considers others' perspectives — Involves others throughout the decision-making process to obtain better information, generate alternatives and to ensure buy-in to the resulting decisions; builds consensus when appropriate.

GRIT

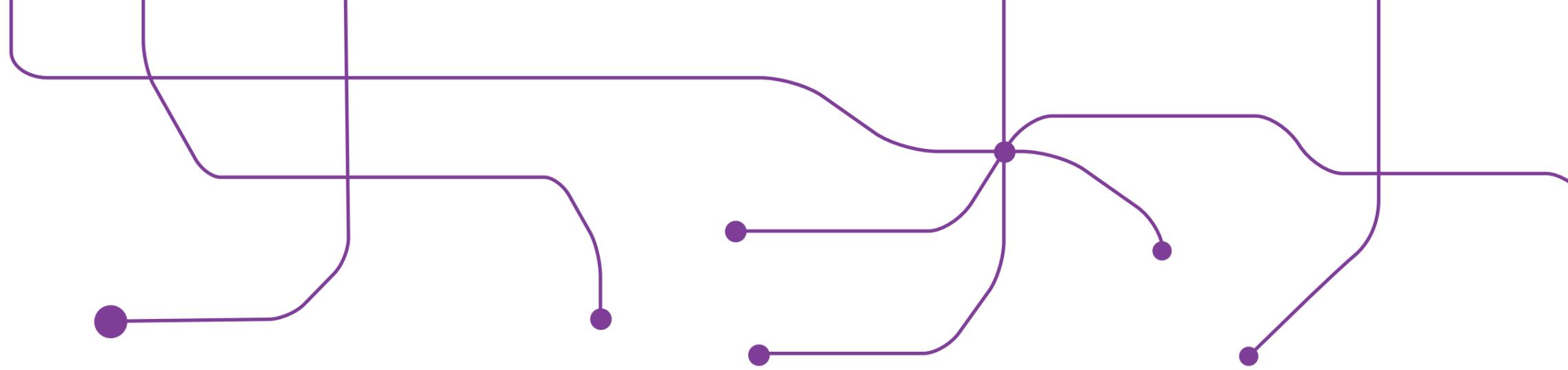
Consistently maintaining high levels of activity or productivity; working with vigor, effectiveness and determination.

Maintains focus — Stays focused on work tasks and productively uses time and energy when under stress.

Maintains willingness — Demonstrates effort and eagerness and maintains productivity when confronted with obstacles and uncertainty.

Maintains stamina — Keeps a strong work pace under challenging conditions; exhibits intensity in completing work responsibilities and objectives.





MANAGING WORK

Effectively managing one's time and resources to ensure that work is completed efficiently.

Prioritizes — Identifies more critical and less critical activities and tasks; adjusts priorities when appropriate.

Makes preparations — Ensures the necessary preparations are completed so that work can be done and planned effectively.

Schedules — Effectively allocates own time to complete work; coordinates own and others' schedules to avoid conflicts.

Leverages resources — Takes advantage of available resources to complete work efficiently.

Stays focused — Uses time effectively and prevents irrelevant issues or distractions from interfering with work completion; follows up promptly on action items.

CONTINUOUS LEARNING

Actively identifying new areas for learning; regularly searching and taking advantage of learning opportunities; using newly gained knowledge and skill on the job and learning through their application.

Targets learning needs — Seeks feedback; uses feedback and other sources of information to identify appropriate areas for learning. Transforms mistakes into learning opportunities.

Seeks learning opportunities — Identifies and participates in appropriate learning activities to help fulfill learning needs.

Maximizes learning — Actively participates in learning activities in a way that makes the most of the learning experience.

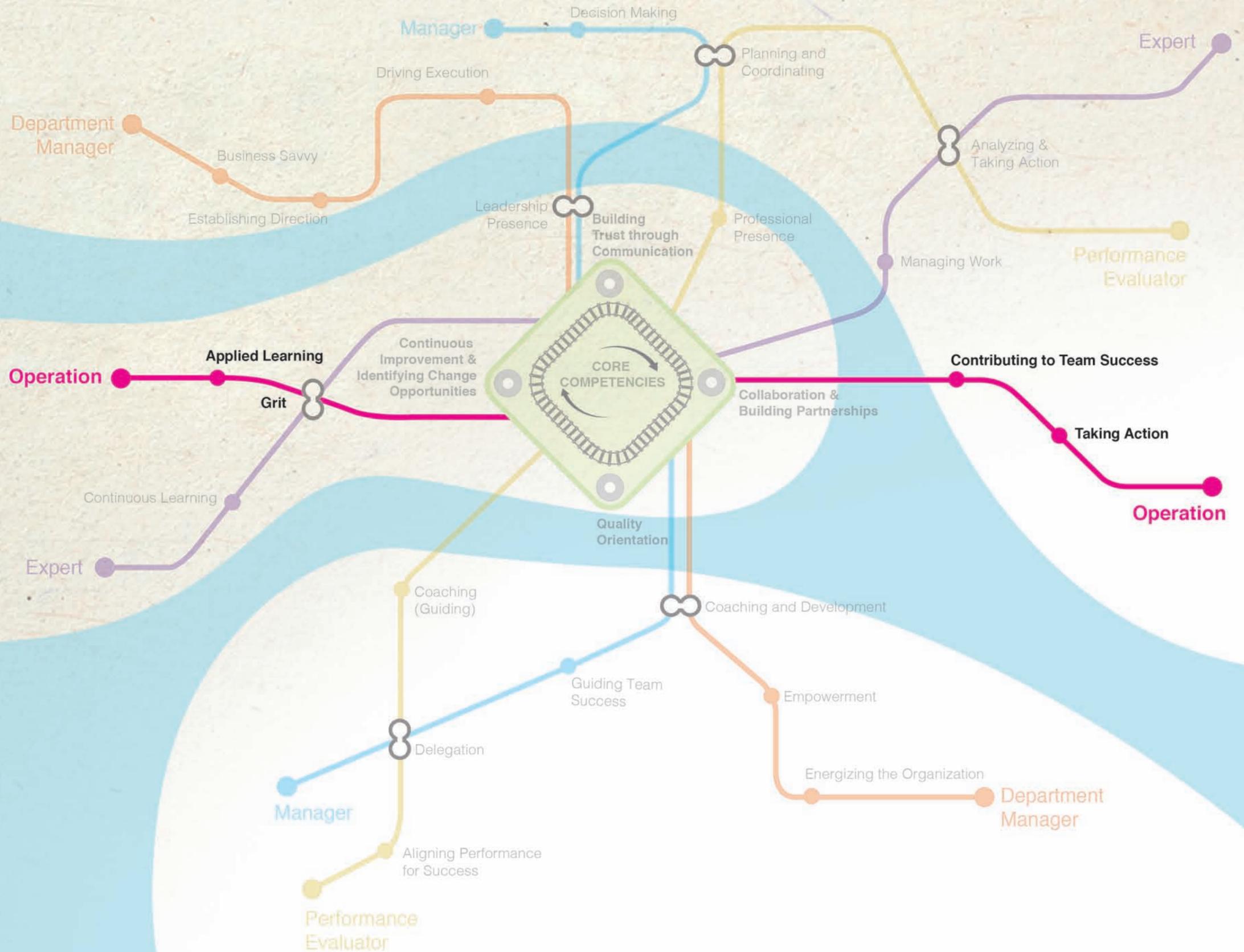
Applies knowledge or skill — Puts new knowledge, understanding or skill to practical use on the job; furthers learning through practice and ongoing feedback.

Leaves comfort zone — Leaves routine to learn new skills. Asks questions; takes on challenging or unfamiliar assignments.



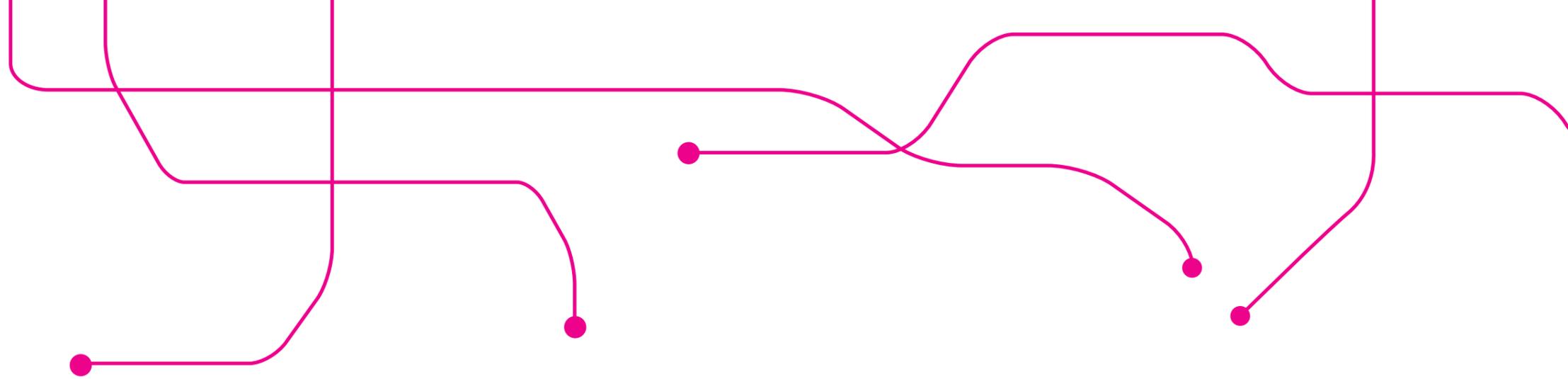
**OPERATION
COMPETENCIES**

YOUR ROAD MAP
FOR PROGRESS



Managing Business
Taking Action
Contributing to Team Success

Managing Self
Grit
Applied Learning



GRIT

Consistently maintaining high levels of activity or productivity; working with vigor, effectiveness and determination.

Maintains focus — Stays focused on work tasks and productively uses time and energy when under stress.

Maintains willingness — Demonstrates effort and eagerness and maintains productivity when confronted with obstacles and uncertainty.

Maintains stamina — Keeps a strong work pace under challenging conditions; exhibits intensity in completing work responsibilities and objectives.

CONTRIBUTING TO TEAM SUCCESS

Actively participating as a member of a team to move the team toward the completion of goals.

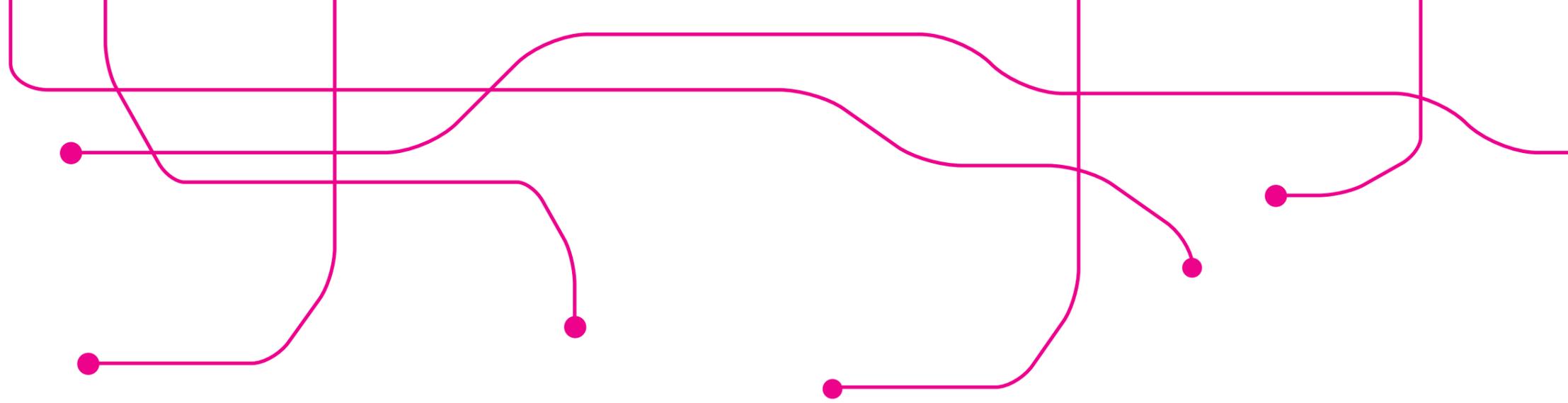
Facilitates goal accomplishment — Aids to remove obstacles to help the team accomplish its goals (makes suggestions, offers help etc.).

Involves — Asks other team members for their opinion and leverages their experiences.

Informs — Shares important or relevant information, opinion and experiences with the team.

Models commitment — Adheres to the team's expectations and guidelines; fulfills team responsibilities; demonstrates personal commitment to the team.





TAKING ACTION

Acting swiftly in the face of problems and opportunities; taking actions compatible with current procedures and principles; being proactive.

Acts proactively — Takes timely actions that comply with current procedures and principles without waiting for someone else to take action or to request action.

Acts swiftly — Acts swiftly when faced with a problem or an extraordinary situation.

APPLIED LEARNING

Assimilating and applying new job-related information in a timely manner.

Demonstrates an open approach for learning — Proactively seeks feedback and uses self-insight to identify learning needs. Perceives mistakes as learning opportunities.

Actively participates in learning activities — Takes part in needed learning activities in a way that makes the most of the learning experience.

Quickly gains knowledge, understanding and/or skill — Readily absorbs and comprehends new information and develops skills from formal and informal learning experiences.

Applies knowledge or skill — Puts new knowledge, understanding or skill to practical use on the job; furthers learning through practice and ongoing feedback.

