

## **CORE CHARACTERISTICS**

Significant Portions of Material taken from The Competency Architect®

**Accountable** – Doesn't shirk from responsibility, can be counted on when the going gets tough; takes responsibility for work done.

**Adaptable** – Willing to be flexible as far as work responsibilities and environment; is seen as balanced despite the conflicting demands of the situation.

**Collaborative** – Is seen as a team player and is cooperative; can be candid with peers; can find common ground and represent his/her own interests and yet be fair to other groups.

**Committed** – Pursues everything with energy, drive, and a need to finish; perseveres; seldom gives up before finishing, especially in the face of resistance or setbacks; doesn't let items "fall through the cracks."

**Composed** – Is cool under pressure; does not become defensive or irritated when times are tough; is considered emotionally 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.

**Conversant** – Is verbally effective in a variety of formal presentation settings: one-on-one, small, and large groups; is effective both inside and outside the organization, on both cool data and controversial topics; commands attention; can change tactics midstream when something isn't working.

**Courageous** – 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; faces up to people problems on any person or situation quickly and directly; is not afraid to take negative action when necessary.

**Creative** – 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.

**Effective** – Makes decisions in a timely manner, sometimes with incomplete information and under tight deadlines and pressure; able to make a quick decision.

**Efficient** – Uses time wisely and values it; 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.

**Empathetic** – Genuinely cares about people; is concerned about their problems; is available and ready to help; is sympathetic to the plight of others not as fortunate.

**Encouraging to others** – Creates a climate in which people want to do their best; can motivate many kinds of people; empowers others; invites input from each person and shares ownership and visibility; makes each individual feel he/she is important.

**Expands Knowledge Base** – 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.

**Ethical** – Adheres to an appropriate (for the setting) and effective set of core values and beliefs during both good and bad times; acts in line with those values; rewards the right values and disapproves of others; practices what he/she preaches.

**Fair** – Treats others equitably; has candid discussions; doesn't have hidden agenda; doesn't give preferential treatment.

**Friendly** – Easy to approach and talk with; 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.

**Goal-oriented** - 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.

**Honest** – 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; has integrity.

**Interpersonally Savvy** – Relates well to all kinds of people (up, down, and sideways); builds appropriate rapport; builds constructive and effective relationships; uses diplomacy and tact; can diffuse even high-tension situations comfortably.

**Kind** – Is interested in the lives of others; asks about their plans, problems, and desires; knows about their concerns and questions; is available for listening to personal problems; appreciates extra effort.

**Logical** – Uses rigorous 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.

**Motivated** – Can be counted on to exceed goals successfully; is constantly and consistently one of the top performers; bottom-line oriented; steadfastly pushes self and others for results.

**Organized** – 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.

**Patient** – 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.

**Perceptive** – Picks up 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 demands and responds accordingly.

**Persuasive** – Creates mileposts and symbols to rally support behind the vision; makes the vision sharable by everyone; can inspire and motivate.

**Pleasant** – 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.

**Receptive** – Practices attentive and active listening; has the patience to hear people out; can accurately restate the opinions of others even when he/she disagrees.

**Reliable** – Will stand up and be counted; doesn't shirk from 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.

**Self-Aware** – 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.

**Sensitive to Diversity** – Believes that a broad range of cultural and work experiences lends depth and value to the work environment.

**Strategically Oriented** – 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.

**Tenacious** – Pursues everything with energy, drive, and a need to finish; seldom gives up before finishing, especially in the face of resistance or setbacks.

**Wise** – makes good decisions (without considering how much time it takes) based upon a mixture of analysis, 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.