

People Biz, Inc.

FYI LOMINGER COMPETENCIES

FROM FYI: A GUIDE FOR DEVELOPMENT AND COACHING
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 Competencies Descriptions written by People Biz, Inc.

These are the measurable characteristics of a person that are related to success at work. A competency may be a behavioral skill, a technical skill, an attribute (such as intelligence), or an attitude (such as optimism).

1. Action Oriented

- Unskilled looks like hesitation, perfectionist, procrastination and lack of confidence.
- Skilled looks like actively working, full of energy around challenges, seizes opportunities.

2. Dealing with Ambiguity

- Unskilled looks like discomfort with change, needs a lot of data, looks for certainty when sometimes that is not possible, approaches all issues in the same way.
- Skilled looks like effectively coping with change, can shift gears easily, flexible, can act without having all the information, can comfortably handle risk.

3. Approachability

- Unskilled looks like distant and not easy to be around, shy and/or doesn't speak up, tense, defensive, private, lack of social awareness therefore misses clues.
- Skilled looks like easy to approach, warm and gracious, good listener, builds rapport well, makes an effort in relating and putting others at ease.

4. Boss Relationships

- Unskilled not comfortable with bosses, tense when authority is around, cannot take direction from boss, boss relationship hurts performance.
- Skilled looks like responds and relates well to boss and/or authority, works harder for a good boss, is open to learning and mentoring, likes to learn, is coach-able.

5. Business Acumen

- Unskilled looks like doesn't understand how business works as a whole, is unaware of big picture outside of role, lacks interest in business in general.
- Skilled looks like knows how businesses work, watches trends in industry, is aware of strategies and tactics of business as a whole.

6. Career Ambition

- Unskilled looks like unsure of what he/she wants out of a career, bored, in wrong role or wrong organization, will not take risks to get ahead, doesn't know how to get noticed, stuck.
- Skilled looks like knows what he/she wants, makes things happen for self, learns new skills to apply in current role, doesn't wait for opportunities, creates openings for marketing self.

7. Caring About Direct Reports

- Unskilled looks like doesn't know what direct reports want or need, too busy to notice reports, task oriented, tense and impersonal, lacks ability to be curious and listen.
- Skilled looks like interested in people who they work with, asks about plans, problems and desires, knows about personal concerns of others, monitors work load and acknowledges extra effort.

8. Command Skills

- Unskilled looks like more comfortable following, quiet, no sense of urgency, anxious under pressure, too concerned with what others think, avoids conflict.
- Skilled looks like loves to lead, can take an

unpopular stand, encourages direct and difficult dialogue, faces adversity head on, is looked to in a crisis, energized by challenge.

9. Compassion

□ Unskilled looks like self-focused, results matter more than people, doesn't ask personal questions, uncomfortable with people in stress or pain, has no understanding of others work issues or concerns.

□ Skilled looks like genuinely cares about people, is concerned about their problems, is available and helpful, demonstrates real empathy with the joy or pain of others.

10. Composure

□ Unskilled looks like rattles easily, may blow up or go silent, difficulty articulating position without blame, cynical or moody, causes others to lose it.

□ Skilled looks like cool under pressure, does not become defensive when confronted, can handle stress, is mature, is a settling influence during a crisis, can accept the unexpected, will hold it together.

11. Conflict Management

□ Unskilled looks like avoidance of conflict, too accommodating, takes conflict personally, competitive so feels like every conversation has to be a win/lose.

□ Skilled looks like sees conflict as opportunity for building understanding, excellent listener, reads situations quickly, can find common ground, can create win-win solutions.

12. Confronting Direct Reports

□ Unskilled looks like cannot give or receive feedback well, procrastinates conversations, lets problems fester, lets situations go way to long, has low standards and plays favorite.

□ Skilled looks like deals quickly with issues in a firm and timely manner, holds regular discussions about growth and performance, deals effectively with low performers or troublemakers.

13. Creativity

□ Unskilled looks like narrow focus, tactical, cautious, avoids risk, stifles creativity in others, and uses old solutions to new problems.

□ Skilled looks like new and unique ideas, can upgrade thought on others ideas or

opportunities, always adds value and loves to brainstorm.

14. Customer Focus

□ Unskilled looks like tasks before people, assumes what people need instead of listening, does not take time to speak with customers, and prefers email.

□ Skilled looks like dedication to meeting customers needs, acts with customers in mind, establishes rapport and relationships quickly, will put off tasks to exceed customer expectation.

15. Timely Decision Making

□ Unskilled looks like slow to decide, cautious, procrastinates, creates a crisis situation due to lack of decisiveness.

□ Skilled looks like makes timely decisions even under tight deadlines and without all info, no one is waiting for them to act, can risk failure.

16. Decision Quality

□ Unskilled looks like decides without thinking, makes impulsive decisions, doesn't take time to understand issue before acting, too big picture when complexity involved.

□ Skilled looks like uses a mixture of information, wisdom, experience and understanding of issue to make a decision. Most solutions/decisions are a win for the team or company.

17. Developing Direct Reports and Others

□ Unskilled looks like doesn't develop self, thinks development is going to a course or reading a book, doesn't give useful feedback to reports, doesn't ask others to stretch and grow, doesn't have career discussion with reports.

□ Skilled looks like provides challenging assignments that causes employees to stretch, hold frequent conversations around development, excellent mentor, is able to give detailed and constructive feedback. Takes pride in seeing people on their team grow.

18. Directing Others

□ Unskilled looks like unclear communicator or cryptic instructions often given, doesn't set goals, targets or plans, likes to be on their own, doesn't listen, doesn't assign responsibility instead assigns tasks.

□ Skilled looks like good at setting clear

direction and objectives, excellent planner, manages workload of self and others, is well planned, people want to do their best around this person.

19. Ethics and Values

- Unskilled looks like values out of sync with team or organization, sets his/her own rules, independent without concern for impact, self serving, he/she does not walk their talk.
- Skilled looks like sets and follows an effective set of core values during good and bad times, acts in line with those values, rewards core values when seen in others, disapproves of values that are out of line with team or organization.

20. Functional/Technical Skills

- Unskilled looks like not proficient in needed function or technical proficiency, makes functional/ technical errors, does not want to learn or make time to learn.
- Skilled looks like has excellent ability both functional and technical to perform in their role.

21. Hiring and Staffing

- Unskilled looks like consistently makes wrong hires, does not know what talent looks like, does not follow a process, does not think through what is really needed on the team.
- Skilled looks like having an eye for talent, understanding what role the business or team needs, not afraid of hiring someone who will outshine them.

22. Humor

- Unskilled looks like taking everything too seriously, doesn't understand the need for humor in the workplace, may lack a light touch, avoids looking silly.
- Skilled looks like a positive and constructive sense of humor, can laugh at himself or herself, is appropriately funny and eases tension of others around them.

23. Informing others

- Unskilled looks like not consistent with communication, tells too little or too much, has only one mode of communication i.e. email or oral.

- Skilled looks like provides information people need to know in a timely manner both orally and in writing. Empowers others to make decisions based on information given.

24. Innovation Management

- Unskilled looks like doesn't innovate, not open to suggestion, comes to conclusion too fast, stuck in own way of doing things.
- Skilled looks like good at selecting and bringing good ideas to fruition, can facilitate effective brainstorming, manages the creative process in others, elicits ideas from within and outside of business or team.

25. Integrity and Trust

- Unskilled looks like never takes a stand, indifferent to others, inconsistent, blames others or circumstances, doesn't give word or keep word, lacks follow through.
- Skilled looks like widely trusted by others, is direct and truthful, keeps confidences, admits mistakes, doesn't misrepresent for personal or professional gain.

26. Intellectual Horsepower-

- Unskilled looks like intellectually lazy, doesn't think, wants everything to be simple, impatient, mentally inflexible or stale, slow to catch on or learn.
- Skilled looks like bright and intelligent, deals with concepts and complexity comfortably, capable, agile and sharp.

27. Interpersonal Savvy

- Unskilled looks like cannot relate to a diverse group of people, does not build relationships easily, too raw and direct at times, doesn't read others well, may freeze, panic or attack if confronted, lacks confidence.
- Skilled looks like 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, neutral language and tact with others. Can diffuse high-tension situations comfortably.

28. Listening

- Unskilled looks like surrounded by miscommunication, appears arrogant, impatient or uninterested, misses the point with others, interrupts often.
- Skilled looks like practices listening and

paying attention, has the patience to hear people out, can re-state what someone says without adding opinion, can actively disagree while allowing others opinions.

29. Managerial Courage

□ Unskilled looks like doesn't take tough stands with others, doesn't give difficult feedback, doesn't step up when needed, lets others lead, intimidated by others who hold power. Afraid to be wrong.

□ Skilled looks like he or she says what needs to be said, provides current, direct and respectful feedback, let's people know where they stand, is not afraid to take unpopular action when needed.

30. Managing and Measuring Work

□ Unskilled looks like doesn't set goals and objectives, not orderly in assigning work or responsibility, manages time poorly, doesn't give or provide ways to receive feedback.

□ Skilled looks like clearly assigns responsibility for tasks and objectives, monitors progress and results, designs feedback loops into work.

31. Motivating Others

□ Unskilled doesn't know what motivates others, people do not do their best around him or her, may not like people in general, cannot articulate a clear vision, unable to engage people at the level of their motivation.

□ Skilled looks like able to articulate vision clearly and consistently, empowers others to step up, understand individual motivations, makes people feel as if their work is important and appreciated, is someone people enjoy working for.

32. Negotiating

□ Unskilled looks like not a good deal maker, doesn't come away with much, too hard or too soft, afraid to take tough stands, under sells or oversells, poor listener, is not diplomatic, polite or direct.

□ Skilled looks like can skillfully negotiate win-wins, can settle differences, can find common ground, can win concessions without damaging relationships, gains trust quickly, has good timing.

33. Organizing

□ Unskilled looks like doesn't pull resources together effectively, poor planner, relies on

self too much, cannot see how activities come together, runs on adrenaline and in crisis mode.

□ Skilled looks like can marshal all resources such as time, people, materials, funding. Arranges information usefully, can orchestrate multiple activities at once to accomplish a goal.

34. Patience

□ Unskilled looks like acts before it is time, intolerant of others, doesn't take time to listen or understand, jumps to conclusions.

□ Skilled looks like tolerant with people and process, listens and checks in with people, waits for others to catch up, sensitive to due process.

35. Peer Relationships

□ Unskilled looks like not good at lateral cross boundary relationships, not open to negotiation, a loner, us and them mentality, may be competitive.

□ Skilled looks like can find common ground, everyone is on the same team mentality, easily gains trust and support, encourages collaboration, can solve problems with peers.

36. Perseverance

□ Unskilled looks like gives up too soon or jumps to what is working better, doesn't push hard enough to conclusion, wants to get it over with, won't take charge or be out in front.

□ Skilled looks like pursues everything with equal energy, drive and completion and seldom gives up in the face of resistance.

37. Personal Disclosure

□ Unskilled looks like a private person who does not share personal information, hard to read, defensive and unwilling to share.

□ Skilled looks like shares his/her thoughts about personal strengths and limitations, admits mistakes, is open about beliefs and feelings, is easy to interact with.

38. Perspective

□ Unskilled has narrow views, not well read, has only a few interests, can't run "what if" scenarios, not a strategist or visionary.

□ Skilled looks like a broad range of interests, can easily see many scenarios, thinks globally, can see the big picture, and can articulate strategy and vision.

39. Planning

- Unskilled looks like doesn't plan much, operates from seat of the pants, uncomfortable with structure or process flow, may be confusing to work for or with.
- Skilled looks like accurately scopes tasks and projects, sets goals and objectives, develops schedules and agreements, measures performance against goals, evaluates results.

40. Political Savvy

- Unskilled looks like doesn't consider impact of actions on organization or team, does not deal well with upper management, is seen by others as naive, and cannot navigate bureaucracy in organization to achieve positive outcomes.
- Skilled looks like sensitivity to how organizations function, anticipates where the land mines are, can maneuver through complex organizational change.

41. Presentation Skills

- Unskilled looks like unorganized, nervous when speaking, doesn't listen or interact with audience, presentation lacks focus.
- Skilled looks like effective in a variety of settings and topics, engages audience, commands attention and can manage a room during a presentation. Can think on their feet when needed.

42. Priority Setting

- Unskilled doesn't understand what is mission critical versus something to do, addicted to being busy without focus, poor time manager, wants to do everything.
- Skilled looks like creates focus, manages own energy, understands what is critical, can quickly sense barriers to achieving a goal.

43. Problem Solving

- Unskilled looks like stuck in the past, jumps to conclusions, doesn't slow down enough to understand problem.
- Skilled looks like curious for answers, can analyze situations honestly, uses rigorous logic and methods, looks beyond the obvious and digs for deeper answers.

44. Process Management

- Unskilled looks like can't figure out efficient ways to get things done, lacks attention to detail, scattered thinking and task layout, doesn't anticipate problems, works in a

disorganized fashion.

- Skilled looks like knows how to organize both things and people, understands efficient work flow, thinks methodically, can simplify complex processes. Gets more out of fewer resources.

45. Drive for Results

- Unskilled looks like doesn't consistently deliver results, doesn't hit deadlines, wastes time and resources, does the least to get by.
- Skilled looks like exceeds goals consistently, is a top performer, very bottom line oriented, steadfastly pushes self and others.

46. Self-Development

- Unskilled looks like doesn't put in effort to grow and evolve, may not know what to work on or how, lacks self awareness, may be immune to negative feedback, may believe has all the tools and skills needed.
- Skilled looks like committed to actively improving self, a natural and curious learner, works to deploy strengths, works on compensating for weakness, enjoys receiving feedback.

47. Self-Knowledge

- Unskilled looks like doesn't know self well, doesn't seek feedback, maybe defensive, avoids discussions about self, makes excuses and blames others and circumstances, does not understand their own impact.
- Skilled looks like seeks feedback, understands own strengths and weaknesses, is open to criticism, is receptive to talking about shortcomings, looks forward to performance reviews.

48. Standing Alone

- Unskilled looks like unable to motivate self, is uncomfortable going it alone, doesn't take the lead, avoids conflict, no passion, possibly burnt-out.
- Skilled looks like will stand up and be counted, takes responsibility, can be counted on when times are tough, is comfortable forging ahead on uncharted waters or projects.

49. Managing Through Systems

- Unskilled looks like prefers hands on management, relies on personal intervention, micromanager, doesn't set up an environment that can function without them.

- Skilled looks like ability to design practices, processes and systems that work for others, comfortable letting others manage themselves, can impact people and results remotely.

50. Building Effective Teams

- Unskilled looks like manages one on one, doesn't create a common mindset, doesn't articulate strategy or vision, doesn't trust the team, and does not hold team meetings.
- Skilled looks like creates strong morale, fosters open dialogue, has team meetings, lets others be responsible, creates a feeling of belonging on the team.

51. Time Management

- Unskilled looks like wastes time and resources, doesn't set priorities, doesn't manage self, is easily distracted, and can't say no.
- Skilled looks like values time, concentrates efforts and avoids distraction, gets more done in less time, can attend efficiently to a broad range of activities.

52. Managing Vision and Purpose

- Unskilled looks like can't communicate or

sell a vision, not a good presenter, lacks passion, more comfortable in the known versus unknown.

- Skilled looks like communicates in a compelling fashion, is optimistic, speaks in terms of possibilities, can inspire and motivate large groups.

53. Work/Life Balance

- Unskilled looks like overdoes one area at the expenses of another, can't turn off one area of life to focus, lacks balance in personal life, does not look for how to fill own needs.
- Skilled looks like maintains a conscious balance between work and personal life, is not one dimensional, knows how to fill needs in several areas, gets what he/she wants in life.

54. Written Communications

- Unskilled looks like difficult to tell what the point is, cannot construct a logical argument, does not write for audience, has difficulty with grammar, not well read.
- Skilled looks like is able to write clearly and concisely, can communicate their point in a number of ways, can get message across producing desired affect on audience.