



Professional

## Be the solution

Does not meet expectations	Meets expectations	Exceeds expectations
<ul style="list-style-type: none"><li>• Admires the problem, fails to take action or offer tangible solutions</li><li>• Fails to consistently deliver on-time, within budget or meeting quality expectations</li><li>• Constantly refines and iterates without finalising or implementing work</li><li>• Fails to take personal responsibility for problems – blames or finds excuses</li></ul>	<ul style="list-style-type: none"><li>• Finds practical solutions and helps others to do so</li><li>• Holds self and others appropriately accountable for delivering effectively on commitments</li><li>• Takes ownership of own work, sees things through to completion and ensures quality standards and deadlines are met</li><li>• Takes responsibility and acts with agility when things go wrong</li></ul>	<ul style="list-style-type: none"><li>• Brings in new ideas and solutions that push our thinking into new territory</li><li>• Delivers on commitments even when it is difficult to do so, and/or where there may be personal cost</li><li>• Implements solutions that measurably improve our organisation's performance</li><li>• Owns failures and communicates transparently to help others learn</li></ul>



Professional

## Earn trust

Does not meet expectations	Meets expectations	Exceeds expectations
<ul style="list-style-type: none"><li>• Does not actively support or champion our brand</li><li>• Gossips or spreads rumours</li><li>• Takes credit for others' work</li><li>• Disrupts others in delivering their work</li><li>• Blames others/promotes a blame culture</li></ul>	<ul style="list-style-type: none"><li>• Calls out behaviours which can negatively impact our brand and reputation</li><li>• Treats others with respect</li><li>• Gets things done in an honest and transparent way</li><li>• Trusts others to get the job done</li><li>• Listens to improve understanding and impact on others</li></ul>	<ul style="list-style-type: none"><li>• Earns credibility and trust, influencing employees, members and stakeholders to support our organisation</li><li>• Delivers tough messages whilst maintaining rapport</li><li>• Role models alignment between words, commitments and actions</li><li>• Builds and strengthens trust across the organisation</li><li>• Consistently seeks feedback to improve trust and impact on others</li></ul>



Influential

# Create clarity

Does not meet expectations	Meets expectations	Exceeds expectations
<ul style="list-style-type: none"><li>• Uses vague or overly complex language</li><li>• Preserves or defends complex or outdated ways of working</li><li>• Makes work more complex, with unnecessary sign-off, processes and authority levels</li><li>• Creates vague (non-SMART) objectives and plans</li><li>• Does not seek to understand how work contributes to our broader priorities</li></ul>	<ul style="list-style-type: none"><li>• Communicates clearly, concisely and consistently, checking for shared understanding</li><li>• Challenges and holds others accountable to improve and simplify the way we work</li><li>• Takes appropriate action to remove complexity, improve and simplify the way we work</li><li>• Creates SMART objectives for self and others</li><li>• Creates clear, prioritised and quantifiable plans that achieve our objectives, clarifying who is accountable, by when</li></ul>	<ul style="list-style-type: none"><li>• Improves others' understanding of and support for big ideas and goals</li><li>• Introduces innovative ideas and solutions that simplify the way we work</li><li>• Consistently develops self and others' capability to improve and simplify the way they work</li><li>• Creates organisation-wide shared SMART objectives to drive greater efficiency and alignment</li><li>• Creates and drives clear cross-team alignment on organisational plans</li></ul>



**Influential**

# Collaborate to succeed

Does not meet expectations	Meets expectations	Exceeds expectations
<ul style="list-style-type: none"><li>• Responds negatively to feedback or input from others</li><li>• Does not contribute to business discussions / problem solving / sharing of best practice or ideas</li><li>• Is rigid in thinking and closed to different perspectives</li><li>• Erodes others' engagement and support for our organisation</li><li>• Works in a silo. Fails to engage others.</li></ul>	<ul style="list-style-type: none"><li>• Identifies and brings conflict into the open so it can be resolved</li><li>• Shares information and resources that advance the goals of our organisation overall</li><li>• Seeks out, listens to and integrates different perspectives</li><li>• Actively contributes to the engagement and high-performance of the team</li><li>• Works effectively across geographies, functions and styles</li></ul>	<ul style="list-style-type: none"><li>• Champions courageous, transparent conversation across our organisation</li><li>• Connects people and projects across the organisation to improve alignment and outcomes</li><li>• Effectively influences stakeholders who hold competing priorities and divergent views</li><li>• Actively contributes to the engagement of other teams, our members and external stakeholders</li><li>• Co-designs plans that work effectively on global and local scales</li></ul>



Enterprising

## Act with energy

Does not meet expectations	Meets expectations	Exceeds expectations
<ul style="list-style-type: none"><li>• Is slow to respond or take action</li><li>• Requires close monitoring and follow-up to complete important tasks</li><li>• Gives up when faced with barriers</li><li>• Resists opportunities to improve and deliver better performance</li><li>• Criticises others' work or ideas without offering alternatives</li></ul>	<ul style="list-style-type: none"><li>• Works with pace and agility</li><li>• Leads self and others in the completion of important tasks</li><li>• Collaborates quickly and takes action when business goals are at risk</li><li>• Actively develops opportunities to drive better performance</li><li>• Offers support to advance organisational priorities, even when they're outside of formal objectives or own area</li></ul>	<ul style="list-style-type: none"><li>• Develops systems/ processes/plans that enable people across our organisation to operate with pace and agility</li><li>• Leads self and others across our organisation to successfully achieve shared objectives</li><li>• Makes good decisions with limited information or in ambiguous situations</li><li>• Inspires others to deliver more than what's required to achieve our vision and goals</li><li>• Proactively works across the organisation to drive alignment of priorities, sharing of resources and achievement of goals</li></ul>



Enterprising

# Champion change

Does not meet expectations	Meets expectations	Exceeds expectations
<ul style="list-style-type: none"><li>• Is reluctant or unable to change</li><li>• Erodes others' commitment or willingness to change</li><li>• Does not take appropriate action to identify development needs or improve own capability</li><li>• Makes decisions based on what has been done in the past, rather than what is needed in the future</li><li>• Fails to adequately identify and evaluate risk</li></ul>	<ul style="list-style-type: none"><li>• Proactively seeks ideas and changes that improve own area</li><li>• Publicly challenges the status quo, helping others recognise the need for change</li><li>• Develops self to effectively adapt to change</li><li>• Regularly seeks, provides and acts on feedback to improve performance</li><li>• Experiments and takes appropriate risks</li></ul>	<ul style="list-style-type: none"><li>• Identifies and implements external best practice, new ideas and plans that will prepare our organisation for the future</li><li>• Is an effective change champion, demonstrating clear communication, visible leadership and consistent support</li><li>• Looks ahead to determine and plan for future capabilities needed from self and others</li><li>• Prepares the organisation for the impact of external change or disruption</li><li>• Promotes an environment where others experiment and take appropriate risks</li></ul>