



Polaris[®]

Competency Model Card Set

LEADERS | MANAGERS | PROFESSIONALS



"Begin with the end in mind."

- STEPHEN R. COVEY

★ COMMUNICATIONS *Facilitating Information Exchange*

| | |
|------------------------|----|
| Active Listening | 01 |
| Communicativeness | 05 |
| Informal Communication | 19 |
| Presentation Skills | 28 |
| Written Communication | 41 |

CONCEPTUAL *Thinking, Analyzing, Using Intuition*

| | |
|-------------------------------------|----|
| Business Thinking | 03 |
| Creativity | 08 |
| Learning Agility | 23 |
| ★ Problem Solving & Decision Making | 29 |
| Self-Objectivity | 33 |

CONTEXTUAL *Knowing the Operating Environment*

| | |
|--------------------------------|----|
| Customer Orientation | 09 |
| Functional/Technical Expertise | 14 |
| Global Mindset | 15 |
| Industry Knowledge | 17 |
| Organization Knowledge | 25 |

INTERPERSONAL *Working Well with Others*

| | |
|-------------------------|----|
| Assertiveness | 02 |
| Conflict Management | 07 |
| Diplomacy | 11 |
| ★ Relationship Building | 30 |
| Sensitivity | 34 |
| Team Player | 38 |

LEADERSHIP *Providing Direction and Inspiring*

| | |
|-----------------------|----|
| Change Agility | 04 |
| ★ Influence | 18 |
| Leader Identification | 22 |
| Mission Focus | 24 |
| Risk-Taking | 32 |
| Strategic Thinking | 35 |
| Visioning | 40 |

MANAGEMENT *Optimizing Talent and Resources*

| | |
|-------------------------|----|
| Delegation | 10 |
| Financial Acumen | 13 |
| ★ Organizing & Planning | 26 |
| Talent Development | 36 |
| Team Management | 37 |
| Technology Savvy | 39 |

PERSONAL *Core Intrinsic Qualities*

| | |
|---------------------|----|
| Composure | 06 |
| ★ Drive/Energy | 12 |
| High Standards | 16 |
| Initiative | 20 |
| Integrity | 21 |
| Positive Impact | 27 |
| Results Orientation | 31 |

DEFINITION

Effective performers are skilled at directing, persuading, and motivating others. They are able to flex their style to direct, collaborate, or empower, as the situation requires. They have established a personal power base built on mutual trust, fairness, and honesty.

EFFECTIVE PERFORMERS...

- motivate, persuade, and excite others.
- adjust style to fit situation (direct, persuade, empower).
- have presence, confidence, style.
- maintain a personal power base (honest, fair, open).

TO WHAT EXTENT DOES THIS INDIVIDUAL...

- demonstrate the ability to direct, support, or empower as the situation warrants?
- build trust through fairness, honesty, and openness?
- demonstrate the ability to persuade and motivate others to meet standards and achieve objectives?

Individuals with too little or too much of this competency can be perceived as...

TOO LITTLE

- Passive
- Deferential
- Powerless

TOO MUCH

- Manipulating
- Dominating
- Controlling

TIPS

- Be aware that not all influence is intentional: as a leader you are always on stage.
- Influence is built on the personal power sources of expertise, integrity, and compelling communications.
- To get positive performance, approach challenges with a positive attitude – expectations color outcomes.

INTERVIEW QUESTIONS

- Describe a situation when you had to persuade your peers, or people over whom you had no positional authority.
- Tell us about a time when you had great difficulty motivating an individual or group. How did you modify your tactics? Were you ultimately successful?

“Leadership is the art of getting someone else to do something you want done because he wants to do it.”

— DWIGHT D. EISENHOWER