**Competencies and Definitions**

**Adaptability/Flexibility:** Adapts to change, is open to new ideas, takes on new responsibilities, handles pressure, and adjusts plans to meet changing needs.

**Budgets/Cost Control:** Plans for and uses resources efficiently, always looks for ways to reduce costs, creates accurate and realistic budgets, tracks and adjusts budgets, contributes to budget planning.

**Communication:** Communicates well both verbally and in writing, creates accurate and punctual reports, delivers presentations, shares information and ideas with others, has good listening skills.

**Computer Skills:** Skilled in the use of computers, adapts to new technology, keeps abreast of changes, learns new programs quickly, and uses computers to improve productivity.

**Creativity/Innovation:** Generates new ideas, challenges the status quo, takes risks, supports change, encourages innovation, solves problems creatively.

**Customer Focus:** Builds customer confidence, is committed to increasing customer satisfaction, sets achievable customer expectations, assumes responsibility for solving customer problems, ensures commitments to customers are met, solicits opinions and ideas from customers, responds to internal customers.

**Customer Service:** Handles customer questions and complaints, communicates with customers, handles service problems politely and efficiently, always available for customers, follows procedure to solve customer problems, understands company products and services, maintains pleasant and professional image.

**Decision Making/Judgment:** Recognizes problems and responds, systematically gathers information, sorts through complex issues, seeks input from others, addresses root cause of issues, makes timely decisions, can make difficult decisions, uses consensus when possible, and communicates decisions to others.

**Dependability:** Meets commitments, works independently, accepts accountability, handles change, sets personal standards, stays focused under pressure, and meets attendance/punctuality requirements.

**Global Perspective:** Has a global view and is comfortable and effective working with global partners, understands global markets and international considerations.

**Hiring:** Defines position requirements and necessary skills, recruits large applicant pool, prepares for and conducts good interviews, values both experience and potential, selects appropriate candidates, builds teams with complementary skills, promotes diversity in hiring.

**Initiative:** Tackles problems and takes independent action, seeks out new responsibilities, acts on opportunities, generates new ideas, practices self-development.

**Integrity/Ethics:** Deals with others in a straightforward and honest manner, is accountable for actions, maintains confidentiality, supports company values, and conveys good news and bad.

**Interpersonal Skills:** Has good listening skills, builds strong relationships, is flexible/open-minded, negotiates effectively, solicits performance feedback, and handles constructive criticism.
**Competencies and Definitions**

**Job Knowledge:** Understands duties and responsibilities, has necessary job knowledge, has necessary technical skills, understands company mission/values, keeps job knowledge current, is in command of critical issues.

**Leadership:** Leads through change and adversity, makes the tough call when needed, builds consensus when appropriate, motivates and encourages others.

**Listening Skills:** Listens attentively to others, asks clarifying questions, actively listens, stays open to other viewpoints, manages distractions and interruptions.

**Managing Performance:** Applies clear/consistent performance standards, handles performance problems decisively and objectively, is direct but tactful, provides guidance and assistance to improve performance.

**Managing Technology:** Has an awareness of, researches and adopts effective technologies that improve the bottom line, works well with tech resources.

**Organizational Savvy:** Operates within the organization's formal and informal structures, builds allies and relationships across departments, uses allies to build consensus and create results, is appropriately diplomatic, understands others' roles and perspectives, can sell projects and ideas across the organization.

**People Development:** Provides feedback and coaching, rewards hard work and risk taking, takes mentoring role, challenges and develops employees, accepts mistakes, provides visibility/opportunity.

**People Management:** Defines roles and responsibilities, motivates and challenges employees, delegates effectively, rewards contributions, manages collaboratively.

**Personal Organization:** Keeps information organized and accessible, maintains clean/functional workspace, works systematically/efficiently, and manages time well.

**Planning:** Develops realistic plans, sets goals, aligns plans with company goals, plans for and manages resources, creates contingency plans, coordinates/cooperates with others.

**Problem Solving/Analysis:** Breaks down problems into smaller components, understands underlying issues, can simplify and process complex issues, understands the difference between critical details and unimportant facts.

**Productivity:** Manages a fair workload, volunteers for additional work, prioritizes tasks, develops good work procedures, manages time well, and handles information flow.

**Project Management:** Establishes project goals, milestones, and procedures, defines roles and responsibilities, acquires project resources, coordinates projects throughout company, monitors project progress, and manages multiple projects.

**Quality:** Is attentive to detail and accuracy committed to excellence, looks for improvements continuously, monitors quality levels, finds root cause of quality problems, owns/acts on quality problems.
Competencies and Definitions

**Results Focus:** Targets and achieves results, sets challenging goals, prioritizes tasks, overcomes obstacles, accepts accountability, sets team standards and responsibilities, provides leadership/motivation.

**Self-Development:** Seeks out and accepts feedback, is a proactive learner, takes on tough assignments to improve skills, keeps knowledge and skills up-to-date, turns mistakes into learning opportunities.

**Sense of Urgency:** Prioritizes well, shows energy, reacts to opportunities, instills urgency in others, and meets deadlines.

**Strategic Thinking/Management:** Creates and communicates a long-term vision, balances short and long term goals, keeps own and team’s work aligned with overall goals, understands the market and can predict change, understands the industry and the competition, creates and adjusts strategic plans.

**Team Leadership:** Anticipates and resolves conflicts, turns team diversity into an advantage, uses unique team talents, defines processes and goals, works for consensus.

**Teamwork:** Meets all team deadlines and responsibilities, listens to others and values opinions, helps team leader to meet goals, welcomes newcomers and promotes a team atmosphere.

**Technical Skills:** Understands specialty equipment, keeps knowledge up-to-date, is a technical resource for others, follows technology practices and standards.

**Vision and Values:** Supports values and daily actions and decisions, communicates vision and values to others, generates enthusiasm, incorporates vision when planning.

**Work Environment/Safety:** Promotes mutual respect, keeps workplace clean and safe, and supports safety programs.

**Sales Goals:** Achieves business plan goals, meets new business development goals, and sells an appropriate product mix.

**Sales Organization:** Submits accurate and timely sales reports, maintains account records, uses samples/literature efficiently, maintains company equipment, uses consultants efficiently, maximizes sales promotions and incentive programs.

**Sales Skills:** Develops new business, identifies and sells to customer needs, translates product features to benefits, has good listening skills, is sensitive to customers, delivers effective presentations, negotiates well, uses closing skills appropriately, develops sales skills.

**Sales Team Support:** Shares information with manager and team, works as part of a team, works with other departments, follows company policies and values, balances short- and long-term goals.

**Territory Management:** Develops detailed sales/marketing plans, forecasts sales, manages time and work flow, creates effective call plans, monitors and responds to competition, networks and generates referrals.
**Competencies and Definitions**

**Account Management:** Expands sales within existing accounts, focuses on customer service, develops relationships with key decision makers, understands, and responds to customer needs, tracks and monitors account activity.

**Internet Savvy:** Makes good use of web tools and on-line industry resources, can implement and manage web projects, has on-line marketing knowledge, aware of industry trends.

**Managing Conflict:** Listens well, diffuses conflict before it starts, finds causes of and solutions to problems, and handles difficult people.

**Managing Diversity:** Maintains an inclusive workplace, maximizes contributions of all employees, and develops strengths in all team members.

**Managing for Results:** Sets challenging and productive goals for team, keeps team accountable for actions, provides leadership and motivation, provides resources and support, uses checkpoints and data to track progress, sets up systems and processes to measure results.

**Meeting Management:** Holds appropriate number of meetings, develops a meeting agenda, sets clear goals for meetings, involves appropriate people, encourages, and balances input.

**Negotiation Skills:** Conducts positive negotiations, ability to compromise, handles conflict, seeks common ground, articulates own and others goals, stays focused on positive outcome.

**Product Knowledge:** Knows and explains product features/benefits, understands/sells the full product line, understands customer’s business operations and needs, understands/responds to the competition, applies market knowledge.