



Leadership Competency Group

Core Competencies

C1 Self-Management: Effectively manages one's time and resources to ensure ongoing duties and job responsibilities are completed accurately and efficiently. Able to handle multiple projects and tasks under pressure or opposition (such as time pressure or job ambiguity) while maintaining stable performance and meeting established schedules and timelines.

- Motivated to achieve
- Gains insights from mistakes
- Works with minimal supervision
- Attends to a broader range of activities
- Gets more done in less time than others
- Sets well-defined and realistic personal goals
- Seeks feedback, is not defensive, and is open to criticism
- Demonstrates positive attitudes in handling the unexpected
- Concentrates his/her efforts on the more important priorities
- Knows personal strengths, weaknesses, opportunities, and limits
- Depended on to handle any situation in a mature and responsible manner
- Understands the impact of personal behaviors on peers and/or subordinates
- Handles stress in a manner that is acceptable to others and to the organization
- Demonstrates responsibility and accountability for successfully completing assignments or tasks
- Displays a high level of initiative, effort, and commitment towards completing assignments in a timely manner

C2 Customer Focused: Showing dedication to meeting the expectations and requirements of internal and external customers.

- Strives to exceed expectations
- Partners outside of core position/department
- Listens to customers and acts with the customer in mind
- Makes customers and their needs a primary focus of one's actions
- Develops and sustains productive customer relationships and gains their trust
- Gets first-hand customer information and uses it for improvements in products and services

C3 Teamwork/Collaboration: Establishing and maintaining effective working relationships in and out of the organization. Capable of working well with others both on the team and cross-functionally to achieve individual goals, team goals, department goals, and/or organizational goals.

- Candid with peers
- Seen as a team player
- Carries own share of work
- Gains trust and support of others
- Willingly participates in discussions
- Fosters commitment and team spirit
- Available and ready to help and train others
- Jumps in and helps out without being asked
- Develops an atmosphere of trust and mutual support
- Quickly finds common ground and solves problems for the good of all
- Encourages and facilitates cooperation, collaboration, pride, trust, and group identity
- Sees differences as an opportunity to learn from others and try new approaches



Leadership Competency Group

C4 Excellence: Endeavoring to exceed customer and company expectations and a willingness to take on extra responsibility to achieve individual and group objectives and bring projects to closure. Is the result of high intention, sincere effort, intelligent direction, skillful execution, and the vision to see obstacles as opportunities.

- Is pro-active, adaptable and flexible
- Meets commitments, deadlines and targets
- Work is consistently accurate and on schedule
- Commits to professional development (self and team)
- Constantly and consistently performs at the highest levels
- Professionally challenges self and others to achieve results
- Effectively drives performance and continuous improvement
- Self-imposes standards of excellence rather than having standards imposed
- Focuses on safety, quality, productivity, and customer requirements to produce a great product and/or service
- Gets optimum results from situations and ready to take action and show tenacity to overcome obstacles or resistance
- Being persistent and showing perseverance and courage on achieving concrete and tangible results out of personal responsibility
- Demonstrates ability and willingness to exceed expectations and takes proactive action to raise the bar for standard processes and performance

C5 Integrity, Trust, & Respect: Accomplishing results while maintaining respect for others, empathy, trust, fairness, and positive communications and relationships. Displaying high ethical standards and supports Company policies and practices in all work activities and understands the impact of violating these on an organization, self, and others.

- Gets along with all
- Treats others fairly and equitably
- Seen as a direct, truthful individual
- Shows consistency in words and actions
- Demonstrates loyalty and acts with integrity
- Values diversity and treats everyone with respect
- Doesn't misrepresent him/herself for personal gain
- Understands the impact of own behavior on others
- Encourages open dialogue and candor with respect
- Values the differences and unique perspective of others
- Establishes a reputation for honesty, reliability and trustworthiness
- Treats others with courtesy, consideration, and professionalism at all times
- Actions and decisions are aligned with company mission, vision, values, and standards
- Maintains impartial and fair relationships with business partners, including customers, suppliers, vendors, and other third parties

C6 Adaptability, Flexibility, & Versatility: Adapts behavior or work methods in response to new information, changing conditions, or unexpected obstacles. Willingly works within new work structures, procedures, processes, requirements, or cultures.

- Effectively deals with ambiguity
- Steps into other positions whenever the need arises
- Willingness to modify one's preferred way of doing things
- Adapts readily to any management style or reorganization
- Openness to change and different and new ways of doing things
- Adjusts effectively when experiencing major changes in work tasks or the work environment



Leadership Competency Group

C7 Innovation/Kaizen Mind: The ability to develop, sponsor, or support the introduction of new and improved methods, products, procedures, or technologies.

- Challenges the status-quo and not afraid to try new things
- Generates new and unique ideas to help address business problems
- Facilitates effective brainstorming and exercises good judgment about which ideas and suggestions will work
- Effectively drives continuous improvement by introducing forward ideas and proposals for innovation and originating action to improve existing conditions and processes and finding new and better ways of doing things
- Thinks beyond the confines of traditional models or conventional approaches to recognize innovative solutions in work situations, trying alternate and novel solutions to work problems and opportunities, and new processes and projects

C8 Quality Orientation: Sets high standards regarding his/her work and working environment and acts accordingly.

- Actively seeks ways to improve quality
- Catches own errors or quality issues, admits mistakes, and corrects them quickly
- Develops quality standards, continuously evaluating performance, products, and procedures

C9 Problem Solving: Able to do first hand investigation, analysis, and track back to arrive at the root cause of a problem and then identify best possible solutions or countermeasures that must be done to resolve the problem or achieve the goal.

- Weighs accuracy and relevance of information
- Demonstrates originality and sensitivity in handling problems
- Demonstrates a direct objective approach to tackling all problems
- Regards any problem as a challenge to be met with eagerness and enthusiasm
- Uses sound judgment to generate and evaluate alternatives, and to make recommendations
- Identifies and analyzes problems and issues of varying complexities and finds effective solutions with few guidelines

C10 Technical & Professional Skills: Has the in-depth functional and technical knowledge and skills acquired through formal training or extensive on-the-job experience to perform the job at a high level of accomplishment.

- Advises others on technical issues
- Knows every aspect of the job and performs with excellence
- Is an invaluable resource for the entire department and/or organization
- Continues to attend seminars and further education to keep up with the latest developments
- Works with, understands, and evaluates technical information and professional skills related to the job



Leadership Competency Group

Leadership Competencies

L1 Carlex Vision and Strategy: Understands the Carlex Vision, Mission, Values and communicates a compelling and inspired sense of core purpose.

- Creates breakthrough plans and strategies
- Talks beyond today and is optimistic about possibilities
- Inspires and motivates entire units, departments, or facilities
- Applies vision to think beyond the immediate situation and explores multiple potential paths
- Develops departmental goals that are aligned and supportive of the Carlex Mission, Vision and Values

L2 Leadership: Achieves results through people by successful goal setting, performance review, motivation, delegation, teambuilding, and empowerment. Exhibits the Characteristics of a Leader: flexibility, effective communication, ethics, integrity, respect, humility, accountability, active listening, empathy, awareness (self & organizational), influence, conceptualization, foresight, stewardship, commitment to organizational development, and building community.

- Energized by tough challenges
- Adapts leadership styles to a variety of situations
- Demonstrates the ability to encourage others to cooperate and work together
- Looked up to by others in every respect (job knowledge & interpersonal relations)
- Gets results (both short and long term); Is looked to for direction in a difficult or crisis situation
- Demonstrates skill in organizing, leading, inspiring, and challenging others to achieve organizational goals
- Demonstrates commitment to safety, customer focus, teamwork, excellence, and trust based on process and results

L3 Change Leadership: The ability to demonstrate support for innovation and for organizational changes needed to improve the organization's effectiveness; initiating, sponsoring, implementing, and sustaining organizational change initiatives.

- Is flexible, open-minded and able to lead change
- Adjusts thinking and behavior to resiliently face change
- Plans and coordinates effectively in implementing change strategies
- Enables the process of change and transition while helping others deal with the effects of change

L4 Talent Development and Management: Attracts, develops and retains talented people while creating a learning environment across the company that allows people to reach their potential and succeed in helping Carlex fulfill its vision.

- Motivates direct reports
- Provides consistent and relevant feedback
- Invests time in developing and preparing others for promotion
- Creates a work environment where everyone can do their best
- Shows appreciation for each employee without regard to gender, race, age or other differences
- Provides challenging and competency stretching tasks and assignments to improve the capabilities of employees
- Coaches and mentors others on how to perform tasks and allows others to make decisions by delegating responsibility
- Holds frequent development discussions and is aware of each direct report's training and development needs and career goals

L5 Managing/Measuring Work: The ability to take responsibility for one's own or one's employees' performance, by setting clear goals, objectives, expectations, and measures.

- Clearly assigns responsibility for tasks and decisions
- Establishes methods to monitor process, progress, and results, ensures feedback, and addresses performance problems and issues promptly



Leadership Competency Group

L6 Communication and Relationship Building: The ability to develop, maintain, and strengthen trusting, positive, and professional partnerships with others inside or outside the organization who can provide information, assistance, and support.

- Listens to others on a daily basis
- Handles all speaking assignments extremely well
- Effectively expresses ideas and information in writing and verbally
- Purposefully develops networks to build value through collaboration
- Openly acknowledges team and individual accomplishments and efforts
- Runs very productive meetings and elicits high-level participation from those in attendance
- Consistently and effectively communicates departmental and organizational goals and direction
- Effectively persuades others and proactively participates in Carlex and Department business initiatives

L7 Decision Quality and Timing: Is a careful, methodical decision-maker, but able to make a quick decision in a timely manner, sometimes with incomplete information and under tight deadlines and pressure. Most of his/her solutions and suggestions turn out to be correct and accurate when judged over time.

- Reviews major decisions with other affected parties before implementing them
- Invests time in planning, discovery, and reflection to drive better decisions and more efficient implementations
- Makes sound, well-informed, and objective decisions based upon a mixture of analysis, wisdom, experience, and judgment
- Perceives the impact and implications of decisions; commits to action, even in uncertain situations, to accomplish organizational goals

L8 Process Management: Identifies, defines and implements strong processes needed to achieve desired results and understands the importance of sharing processes with others to build a strong organization.

- Simplifies complex processes
- Gets more out of fewer resources
- Knows how to organize people and activities
- Knows what to measure and how to measure it
- Good at figuring out the processes necessary to get things done
- Sees opportunities for synergy and integration where others can't
- Understands how to separate and combine tasks into efficient work flow

L9 Business Planning and Execution: Ensures that business goals are met by executing, monitoring, and adjusting the organizational and/or departmental action plans.

- Drives to profitability
- Considers financial impact of decisions
- Translates strategies into specific operating and resource plans
- Sets priorities and defines actions, time, and resources needed to achieve predefined goals
- Proposes courses of action that further the objectives, priorities, and vision of the organization
- Invests time in planning, discovery, and reflection to better drive decisions and more efficient implementation
- Understands and processes complex information and exercises sound judgment, considering the situation, the issues, the key players, and the levels of authority involved

L10 Organizational/External Awareness: Having and using knowledge of systems, situations, procedures, and culture inside the organization to identify potential problems and opportunities.

- Aware of the organization's impact on the external environment
- Perceives the impact and the implications of decisions on other components of the organization
- Understands and keeps up-to-date on local, national, and international policies and trends that affect the organization and shape stakeholders' views