

LII Core Competencies

Manager



INCREASE YOUR LII
STAR POWER



Customer Focus

Building strong customer relationships and delivering customer-centric solutions

Behavior	Needs Improvement	Meets Expectations	Exceeds Expectations
Addresses gaps in the workgroup’s ability to meet emerging customer needs	Takes few or ineffective steps to resolve gaps in the workgroup’s ability to meet emerging customer needs.	Diagnoses gaps in the workgroup’s ability to meet emerging customer needs and takes action to remedy these issues.	Stays attuned to emerging customer needs and ensures that gaps in workgroup’s abilities are addressed before they become a problem.
Gathers customer satisfaction input on behalf of the team	Makes limited efforts to obtain customer feedback or data; may remain unaware of customers’ views.	Solicits customer feedback and data; conveys a clear understanding of the level of service the team is providing.	Probes into customer feedback and data; uses this input to drive continuous improvement.
Holds others accountable for meeting customer needs	Misses opportunities to create a feeling of accountability toward the customer; may ignore complaints or handle too many customer issues on his/her own.	Delivers clear messages about providing a strong level of service to customers; takes action when team members do not meet standards.	Creates an environment in which team members feel a strong sense of ownership and accountability toward creating the best possible customer experience.
Aligns business processes to work with those of customers	Creates or preserves business processes that do not align with those of customers.	Takes steps to align the business processes with those of customers.	Skillfully aligns and integrates organizational processes with those of customers, leading to substantial improvements in service.



Decision Quality

Making good and timely decisions that keep the organization moving forward

Behavior	Needs Improvement	Meets Expectations	Exceeds Expectations
Holds others accountable for making sound decisions that comply with policies and standards	Protects others from the consequences of poor decisions that deviate from policies and standards.	Fosters accountability by ensuring that people's decisions comply with policies and standards.	Ensures that people internalize policies and standards and accept full responsibility for their decisions.
Is willing to make tough decisions and move them forward, even if they are unpopular	Delays making potentially contentious decisions or avoids acting on initiatives that may be unpopular among team members.	Demonstrates an ability to make tough decisions and advance initiatives that may be unpopular.	Confidently makes choices in the best interests of the organization and deals constructively with resistance or negative reactions from others.
Strikes the right balance between accepting workable solutions and pushing for better alternatives	Has difficulty determining what good enough looks like, missing opportunities to accept workable decisions or waiting too long for better decisions to emerge.	Promptly accepts workable decisions while also seeking out better alternatives when necessary.	Consistently drives workable decisions to ensure steady progress while also ensuring that multiple alternatives are considered for critical issues.
Synthesizes information, experience, and various inputs to determine the best course of action	Relies too heavily on one source of information or own experience; misses opportunities to incorporate other input and expertise when making decisions.	Integrates analysis, experience, and other inputs to make effective decisions.	Swiftly collects and synthesizes multiple inputs and others' expertise in order to make optimal decisions.



Drives Results

Consistently achieving results, even under tough circumstances

Behavior	Needs Improvement	Meets Expectations	Exceeds Expectations
Pushes others to achieve results	Places little emphasis on the need to achieve results; accepts poor outcomes or unproductive behaviors.	Emphasizes the importance of achieving results; challenges poor outcomes or unproductive behaviors.	Creates a results-focused team atmosphere; ensures that people engage in productive behaviors and don't settle for poor performance.
Leads others to persist despite setbacks or obstacles	Allows people to become discouraged by setbacks or obstacles; does not help others move forward.	Helps others persist when setbacks or obstacles arrive; provides some assistance and encouragement.	Ensures that others push through setbacks and obstacles, creating a feeling of energy and an emphasis on excellence, even in very difficult times.
Fosters a sense of urgency in the team for reaching goals and meeting deadlines	Misses opportunities to instill a sense of urgency for reaching goals and meeting deadlines.	Takes steps to promote urgency in others to reach goals and meet deadlines.	Builds a strong sense of urgency in the team for exceeding goals and beating deadlines.
Drives a track record of success for the team	Builds a track record for the team that includes too many disappointments and missed expectations.	Generally overcomes obstacles and delivers results through the team.	Consistently delivers excellent results through the team; establishes a superior track record.



Builds Effective Teams

Building strong-identity teams that apply their diverse skills and perspectives to achieve common goals

Behavior	Needs Improvement	Meets Expectations	Exceeds Expectations
Coaches others on how to build effective teams	Provides limited or insufficient input on how to build effective teams; does not correct dysfunctional teams.	Supports and mentors others on how to build effective teams; takes actions to correct dysfunctional teams.	Provides rich and targeted insight on how to establish strong teams with the right mix of abilities and perspectives.
Communicates clear goals and roles to team members	Misses opportunities to convey clear goals and roles to team members.	Ensures that all team members understand their roles and goals.	Conveys team members' roles and goals in a compelling way that builds excitement.
Ensures that the team has the right mix of skills and leverages the strengths of individual members	Struggles to attain the right mix of skills on the team; may leverage some people's strengths but not others'.	Makes an effort to ensure that the team has the right mix of skills; leverages individual strengths effectively.	Creates teams where people have a wide array of complementary strengths and leverages each person in powerful ways.
Rewards team efforts and accomplishments	Overlooks the importance of rewarding team efforts and accomplishments.	Takes regular opportunities to reward the team's efforts and accomplishments.	Consistently, energetically, and creatively rewards the team's efforts and accomplishments.



Communicates Effectively

Developing and delivering multi-mode communications that convey a clear understanding of the unique needs of different audiences

Behavior	Needs Improvement	Meets Expectations	Exceeds Expectations
Adjusts communication content and style to the audience and a diverse set of stakeholders	Applies the same communication style, regardless of the audience.	Tailors communication content and style to the needs of others.	Engages diverse audiences and stakeholders by communicating in a way that matches their preferences.
Breaks down communication barriers between others	Allows communication barriers to remain in place; overlooks chances to address tough communication issues.	Takes steps to ensure effective communication between individuals and teams.	Swiftly removes barriers to communication and ensures strong dialogue between individuals and teams.
Encourages candid and open communication among groups	Acts in ways that inhibit open communication; reacts negatively to differing views or otherwise resists candid dialogue.	Urges people to speak freely and shows sufficient openness to differing viewpoints within and beyond the team.	Regularly solicits a wide range of perspectives and seeks candid input, both within and beyond the team.
Practices active and attentive listening skills to verify understanding	Demonstrates poor or inconsistent listening skills; takes few steps to ensure mutual understanding.	Pays attention to others' input and perspectives; ask questions and summarizes input to confirm understanding.	Gives close attention to others' comments; probes beneath the surface to gain richer insight.



Drives Engagement

Creating a climate where people are motivated to do their best to help the organization achieve its objectives

Behavior	Needs Improvement	Meets Expectations	Exceeds Expectations
Empowers others with meaningful decision making and ownership	Stays overly involved in decisions and work of the team; gives limited responsibility or ownership.	Ensures that others are able to make decisions and take accountability.	Trusts the team to make decisions and empowers them to make significant contributions.
Ensures that all team members are motivated to work toward common goals	Adopts an approach that is too task-focused, directive, or independent to be motivating for team members.	Takes steps to understand people's motivations, engage them in their work, and build a sense of energy toward common goals.	Creates a highly motivating atmosphere in which many different people feel energized and enthusiastic about achieving common goals.
Celebrates the team's successes along the way	Overlooks chances to celebrate successes or acknowledge progress toward goals.	Finds ways to celebrate people's efforts, progress, and everyday wins.	Regularly takes opportunities to celebrate efforts, progress, and everyday wins so that people feel inspired to push ahead.
Provides praise, recognition, and rewards for strong performance	Creates or allows an environment in which people are not rewarded or do not receive adequate recognition for their successes.	Acknowledges others' accomplishments and ensures that people receive appropriate rewards for their efforts and successes.	Ensures that people receive visibility for their successes and finds multiple ways to ensure that efforts are rewarded.



Situational Adaptability

Adapting approach and demeanor in real time to match the shifting demands of different situations

Behavior	Needs Improvement	Meets Expectations	Exceeds Expectations
Adapts or shifts priorities in response to the needs of clients, constituents, or the organization	Persists without adapting or shifting priorities as required to respond to the needs of clients, constituents, or the organization.	Considers the needs of clients, constituents, and the organization; shifts priorities appropriately.	Anticipates and communicates the need to shift priorities to provide the best possible response to clients, constituents, or the organization.
Helps the workgroup adapt approach to new situations	Makes limited or ineffective efforts to help others adapt to new situations.	Provides guidance and support to help others adapt to new situations.	Ensures that others adapt swiftly to new situations in ways that maintain effectiveness and morale.
Knows when to shift approach and when to stay the course in the face of changing demands	Struggles to distinguish when to shift approach and when to stay the course in response to new demands; may be either too rigid or change too rapidly.	Generally knows when to shift approach and when to stay the course, appropriately responding to changing demands.	Shows the ability to be persistent and to be flexible; applies both skills effectively in changing situations.
Sets an example of adaptability	Shows limited adaptability and struggles to model flexible behaviors for others.	Addresses situations with sufficient adaptability; serves as a good example for others.	Acts as a powerful role model for adaptability; adeptly shifts approach and helps others do the same.



Instills Trust

Gaining the confidence and trust of others through honesty, integrity, and authenticity

Behavior	Needs Improvement	Meets Expectations	Exceeds Expectations
Demonstrates consistency between words and actions, gaining others' trust	Actions do not always match words; shows inconsistency in some situations.	Gains trust by showing consistency between what is said and what is done.	Aligns actions to words and stated values; is widely trusted to demonstrate consistency across a variety of leadership situations.
Models reliability and ensures that the team meets its commitments	Occasionally overcommits, or diminishes the trust of stakeholders when the team is unable to meet commitments.	Demonstrates reliability and places a strong emphasis on the team meeting its commitments.	Builds a team with an exemplary reputation for reliability and meeting even difficult commitments; puts in extra work when needed.
Maintains honesty and authenticity and encourages others to do the same	May show a lack of transparency regarding facts or motives, or allow others to hide or distort the truth.	Is a model of honesty and authenticity, and encourages others to be up front with each other.	Builds trust among people and groups by ensuring honest and up-front communication; takes steps to maintain transparency.
Is trusted to represent or protect the interests of others fairly	Does little to protect the interests of those not present; may not fairly or fully represent their concerns.	Fairly represents the interests of others and is trusted to speak up on their behalf.	Goes out of the way to fairly represent and protect the interests of those not present; is widely trusted to speak up for others' needs.

