

**COMPETENCY ARCHITECTURE FOR enVISION.360[®]
INSTRUMENTS**



COMPETENCIES MEASURED					
COMPETENCY	COMPETENCY DEFINITION	LEVEL			
		Executive	Manager	Front-line Leader	Individual Contributor
Personal Competencies					
Earns Trust and Confidence	Earns respect and trust through ethical, responsible behavior. Models expected behaviors.	X	X	X	X
Makes Sound and Courageous Decisions	Gathers and synthesizes information to make quality and timely decisions. Takes calculated risks and makes difficult decisions in the best interests of the organization.	X	X	X	X
Communicates Openly	Listens effectively. Conveys information clearly, concisely, thoughtfully, and transparently.	X	X	X	X
Plans and Organizes	Sets goals and objectives; effectively creates schedules, mobilizes resources, and monitors progress to achieve them.	Optional*	Optional*	Optional*	X
Displays Personal Agility	Embraces positive change. Able to recover from adversity, stress, or difficulties; overcomes issues and thrives when faced with challenges.	Optional*	Optional*	Optional*	X
Takes Initiative	Creates or seizes chances to have an impact; anticipates and takes advantage of opportunities.	Optional*	Optional*	Optional*	X
Is Committed to Self-Development	Displays the commitment to continuously improve his/her professional skills and talents.	Optional*	Optional*	Optional*	X
Exhibits Creativity	Is innovative; comes up with ideas that add value to the organization.	Optional*	Optional*	Optional*	X
Interpersonal Competencies					
Collaborates Productively	Builds productive relationships inside and outside of the organization.	X	X	X	X
Influences Effectively	Inspires others; is a compelling force on the opinions or actions of others.	Optional*	Optional*	Optional*	Optional*
Business Competencies					
Focuses on Customers	Is dedicated to understanding and meeting the needs/expectations/wants of internal and/or external customers.	X	X	X	X
Delivers Excellence	Sets the bar high; holds self and others accountable for honoring commitments and achieving results.	X	X	X	X
Understands the Business	Stays abreast of marketplace trends, competition, technology, and other issues that affect the organization's current and future performance.	X	X	X	X
Exhibits Financial Acumen	Understands and interprets financial statements. Uses financial and other organizational data effectively in action planning and decision-making.	X	X	X	Optional*
Displays Organizational Savvy	Has the political agility to get things done; understands the organization's formal and informal networks, channels, and processes.	X	Optional*	Optional*	Optional*
Has a Global Mindset	Is effective in working with and influencing people in different geographic and cultural settings.	Optional*	Optional*	Optional*	Optional*

COMPETENCY	COMPETENCY DEFINITION	LEVEL			
		Executive	Manager	Front-line Leader	Individual Contributor
Leadership Competencies					
Creates Focus and Direction	Is a forward-looking strategic thinker; formulates strategies and articulates plans to achieve them.	X	X	X	X
Engages and Motivates Others	Inspires, guides, and leads others in a course of action.	X	X	X	X
Leads Change	Fosters continuous improvement by involving others in seeking innovative ways to deliver against the organization's mission, vision, and strategies.	X	X	X	X
Cultivates a Learning and Developmental Climate	Creates an environment in which the talents of others are recognized, utilized, and developed.	X	X	X	Optional*
Fosters Innovation	Effectively sparks creativity in others and harnesses that creativity in productive/marketable ways.	X	X	X	Optional*
Functional/Technical Competencies					
Functional/ Technical Competencies unique to a job or job family	Maintains and applies the knowledge and skills necessary to be proficient in his/her role.	Optional*	X	X	X
DERAILMENT FACTORS MEASURED					
DERAILMENT FACTOR <i>(From the book "Derailed," by Tim Irwin)</i>	FACTOR DEFINITION	ITEMS BY LEVEL			
		Executive	Manager	Front-line Leader	Individual Contributor
Derailment Factors					
Lack of Authenticity	Is not genuine; fails to engage with others in an honest or meaningful way.	X	X	X	X
Lack of Self-Management	Lacks interpersonal skill, insight, sensitivity, impulse control, optimism, or persistence, as applied in the particular environment in which s/he works.	X	X	X	X
Lack of Humility	Displays arrogance, self-centeredness, or a sense of entitlement.	X	X	X	X
Lack of Courage	Fails to do the right thing; doesn't act within the scope of his/her responsibility, speak up in difficult situations or take reasonable risks.	X	X	X	X

* Available for use if desired. Nominal programming fee will be applied.

Updated 10/4/13



enVision.360®

P: 920.573.0089 (USA)

E: info@enVisionPerformanceSolutions.com

www.enVisionPerformanceSolutions.com