

AVP Functional Capabilities Role Specific

Ensures Accountability: Holds self and others accountable to meet commitments.

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| <ul style="list-style-type: none"> ▪ Sets clear, quantitative measurement strategies for success. ▪ Follows through on commitments and makes sure others do the same. ▪ Acts with a clear sense of ownership. | <ul style="list-style-type: none"> ▪ Takes personal responsibility for decisions, actions, and failures. ▪ Establishes clear responsibilities and processes for monitoring work and measuring results. ▪ Designs feedback loops into work. |
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Drives Results: Consistently achieves results, even under tough circumstances.

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| <ul style="list-style-type: none"> ▪ Has a strong bottom-line orientation. ▪ Persists in accomplishing objectives despite obstacles and setbacks. | <ul style="list-style-type: none"> ▪ Has a track record of exceeding goals successfully. ▪ Pushes self and helps others achieve results. |
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Manages Complexity: Makes sense of complex, high quantity, and sometimes contradictory information to effectively solve problems.

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| <ul style="list-style-type: none"> ▪ Asks the right questions to accurately analyze situations. ▪ Acquires data from multiple and diverse sources when solving problems. ▪ Uncovers root causes to difficult problems. | <ul style="list-style-type: none"> ▪ Evaluates pros and cons, risks, and benefits of different solution options. ▪ Identifies areas of opportunity, inspires others to identify improvements, and leads improvement efforts for their business. |
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Communicates Effectively: Develops and delivers multi-mode communications that convey clear understanding of the unique needs of different audiences.

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| <ul style="list-style-type: none"> ▪ Is effective in a variety of communication settings: one-on-one, small and large groups, or among diverse styles and position levels. ▪ Attentively listens to others. ▪ Adjusts to fit the audience and the message. ▪ Provides timely and helpful information to others across the organization. | <ul style="list-style-type: none"> ▪ Encourages the open expression of diverse ideas and opinions. ▪ Shares organizational goals and is able to inspire through presentation of information. ▪ Writes clearly and succinctly in a variety of communication settings and styles. |
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Manages Ambiguity: Operates effectively, even when things are not certain, or the way forward is not clear.

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| <ul style="list-style-type: none"> ▪ Cultivates an environment in which change is adopted easily and effectively. ▪ Can decide and act without having the total picture. ▪ Deals comfortably with the uncertainty of change. ▪ Effectively handles risk. | <ul style="list-style-type: none"> ▪ Is calm and productive, even when things are up in the air. ▪ Adapts plans as necessary. ▪ Deals constructively with problems that do not have clear solutions or outcomes. |
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