

AVP Functional Capabilities

Role Specific

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

<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.

<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.

<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.

<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.

<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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