

Operations Leader Functional Capabilities

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

- 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.
- Takes personal responsibility for decisions, actions, and failures.
- Establishes clear responsibilities and processes for monitoring work and measuring results.
- Designs feedback loops into work.

Manages Ambiguity: Operates effectively, even when things are not certain, or the way forward is not clear.

- 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.
- Is calm and productive, even when things are up in the air.
- Deals constructively with problems that do not have clear solutions or outcomes.

Decision Quality: Makes good and timely decisions that keep our organization moving forward.

- Makes sound decisions, even in the absence of complete information.
- Relies on a mixture of analysis, wisdom, experience, and judgement when making decisions.
- Considers all relevant factors and uses appropriate decision-making criteria and principles.
- Recognizes when a quick 80% solution will suffice.

Optimizes Work Processes: Knows the most effective and efficient processes to get things done, with focus on continuous improvement.

- Identifies and creates processes necessary to get work done.
- Separates and combines activities into efficient workflow.
- Designs processes and procedures that allow managing from a distance (discipline over bureaucracy).
- Seeks ways to improve processes, from small tweaks to complete reengineering.

Communicates Effectively: Develops and delivers multi-mode communications that convey clear understanding of the unique needs of different audiences.

- 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.
- 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.

Business Insight: Applies knowledge of the business and marketplace to advance our organization's goals.

- Knows how businesses work and how organizations make money.
- Keeps up with current and possible future policies, practices, and trends in the organization, with the competition, and in the marketplace.
- Uses knowledge of business drivers and how strategies and tactics play out in the market to guide actions.

Cultivates Innovation: Creates new and better ways for our organization to be successful.

- Comes up with useful ideas that are new, better, or unique.
- Introduces new ways of looking at problems.
- Can take a creative idea and put it into practice.
- Encourages diverse thinking to promote and nurture innovation.

Drives Results: Consistently achieves results, even under tough circumstances.

- Has a strong bottom-line orientation.
- Persists in accomplishing objectives despite obstacles and setbacks.
- Has a track record of exceeding goals successfully.
- Pushes self and helps others achieve results.

Source: Korn Ferry Leadership Architect™ competency framework and measured through **Operations Leader Performance Evaluation**.