

Operations Leader Functional Capabilities

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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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. | <ul style="list-style-type: none"> ▪ 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. |
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Decision Quality: Makes good and timely decisions that keep our organization moving forward.

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| <ul style="list-style-type: none"> ▪ Makes sound decisions, even in the absence of complete information. ▪ Relies on a mixture of analysis, wisdom, experience, and judgement when making decisions. | <ul style="list-style-type: none"> ▪ Considers all relevant factors and uses appropriate decision-making criteria and principles. ▪ Recognizes when a quick 80% solution will suffice. |
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Optimizes Work Processes: Knows the most effective and efficient processes to get things done, with focus on continuous improvement.

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| <ul style="list-style-type: none"> ▪ Identifies and creates processes necessary to get work done. ▪ Separates and combines activities into efficient workflow. | <ul style="list-style-type: none"> ▪ Designs processes and procedures that allow managing from a distance (discipline over bureaucracy). ▪ Seeks ways to improve processes, from small tweaks to complete reengineering. |
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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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Business Insight: Applies knowledge of the business and marketplace to advance our organization's goals.

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| <ul style="list-style-type: none"> ▪ 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. | <ul style="list-style-type: none"> ▪ Uses knowledge of business drivers and how strategies and tactics play out in the market to guide actions. |
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Cultivates Innovation: Creates new and better ways for our organization to be successful.

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| <ul style="list-style-type: none"> ▪ Comes up with useful ideas that are new, better, or unique. ▪ Introduces new ways of looking at problems. | <ul style="list-style-type: none"> ▪ Can take a creative idea and put it into practice. ▪ Encourages diverse thinking to promote and nurture innovation. |
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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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Source: Korn Ferry Leadership Architect™ competency framework and measured through **Operations Leader Performance Evaluation**.