

INDIVIDUAL CONTRIBUTOR/ FOUNDATIONAL LEADERSHIP CHALLENGES

Challenge	Key Competencies	Behaviors
Equity and Diversity <i>Creating a strong organizational climate and structure of access and inclusion as the critical elements and core values in achieving excellence</i>	Demonstrates an Open Mind	Demonstrates an understanding of how their own values and assumptions about equity, inclusivity, and diversity influence decision-making. Identifies and openly discusses own and others' social and cultural identities and differences relevant to work. Is open to dialogue and conflict resolution around different perspectives.
	Increases Access, Diversity & Inclusion	Recognizes and communicates the importance of diversity and inclusivity. Advocates for and supports inclusive practices in the workplace. Engages in discussions around addressing barriers to accessibility and inclusivity in the workplace. Supports efforts to recruit, hire, and retain diverse colleagues.
Results <i>Finding ways to drive and support innovation while increasing the efficient use of resources</i>	Innovates	Analyzes problems and processes in new ways that lead to innovative ideas and approaches. Seeks to understand problems with curiosity and an open mind. Generates creative solutions to long-standing problems.
	Drives Efficiency	Supports others who advocate for ways to improve upon existing processes and methods. Tracks progress toward goals, using data, metrics, or other relevant sources of information. Comes up with practical ideas for making work more efficient.
Vision <i>Setting the right direction, navigating difficult decisions, and aligning resources with priorities</i>	Thinks Strategically	Looks beyond the surface to identify underlying issues and root-causes of problems. Understands how own work is connected to broader goals. Focuses on important issues and projects without getting distracted by unimportant or low priority details.
	Aligns Resources	Aligns own activities with broader goals and priorities. Organizes and prioritizes work based on most important goals. Creates practical, effective plans and timelines for achieving goals.
Engagement <i>Building and sustaining high performing teams and departments and retaining top talent</i>	Selects and Develops Talent	Sets challenging goals and high expectations for self and others. Provides useful and constructive feedback to others to help them improve. Readily uses own knowledge and experience to help others improve and learn.
	Motivates and Inspires Others	Motivates others by helping them understand how and why their work is an important part of achieving a broader purpose. Demonstrates appreciation for others' efforts and contributions. Helps people from all cultural backgrounds to be successful.
Collaboration <i>Working well as part of a team and collaborating with and influencing a diverse range of individuals and groups</i>	Builds Relationships	Maintains productive relationships with others even when faced with conflict. Proactively keeps others informed of important updates, information, and issues. Listens respectfully and openly to others regardless of level, position, or background.
	Is Resilient and Courageous	Responds to unexpected problems by focusing on identifying solutions rather than dwelling on the problem or waiting for others to solve it. Expresses ideas directly and with confidence. Stands by well-reasoned decisions, even if they are not initially well received by others.
Accountability <i>Establishing and maintaining a reputation for integrity and personal accountability</i>	Operates with Integrity	Takes ownership for mistakes without blaming others. Consistently follows through on commitments. Takes responsibility for own performance and the success of projects they are involved in.
	Learns and Adapts	Demonstrates self-awareness of own strengths and development needs. Looks for ways to learn new skills and knowledge to increase own effectiveness. Seeks out feedback and listens without becoming defensive.