

## 311 Job Success Factors - Leadership

## Rating Guidelines

Competency	Does Not Meet	Meets	Exceeds	Exceptional
<p><b>Business Acumen</b>  <i>Knows how businesses work; knowledgeable in current and possible future policies, practices, trends, technology, and information affecting his/her business and organization; knows the competition; is aware of how strategies and tactics work in the marketplace.</i></p>	<p>Has a limited understanding of general business issues. Does not make many value-adding connections because they are not familiar enough with recent breakthroughs and trends. Doesn't understand the City as a whole or our products, services, and mission. Knowledge of the City is quite limited outside own area. Doesn't understand business or how things work.</p>	<p>Has good business sense and knowledge of general business issues. Keeps up-to-date with the latest business practices and uses them in daily work. Knows how businesses function and interact. Is knowledgeable about industry. Understands our overall goals and strategies and the details driving them. Knows the day-to-day tasks that support the overall business plan.</p>	<p>Knows how to succeed in complex organizational environments. Actively seeks out knowledge to make better decisions. Has a strong understanding of the City as well as business in general. Knows how to support the overall strategies with realistic plans. Draws upon a wealth of facts to make comparisons, recognize opportunities, and warn against repeating the mistakes of others.</p>	<p>Uses cutting-edge business sense to make the City better. Can anticipate major industry changes. Draws lessons from other organizations and industries to point out opportunities and to warn against others' mistakes. Demonstrates this competency in a way that produces a significant impact or a unique and extraordinary contribution to the success of the City.</p>
<p><b>Dealing with Ambiguity</b>  <i>Can effectively cope with change; can shift gears comfortably; can decide and act without having the total picture; isn't upset when things are up in the air; doesn't have to finish things before moving on; can comfortably handle risk and uncertainty.</i></p>	<p>Has a hard time dealing with change and uncertainty. Is resistant to new ideas and acts very uncomfortable when adapting work processes to unproven methods or ambiguous conditions. Is slow taking action when there's no clear outcome and occasionally becomes stressed in these situations. Is not effective when things are unstructured. Imposes regular process on things, regardless of whether it is appropriate in a new situation.</p>	<p>Is good at adapting to change and adjusting to ambiguous conditions. Usually copes with and is willing to make change. Is fairly open-minded about different approaches, even if they aren't tried, proven methods. Views change positively and adjust work to accommodate unknowns. Can set priorities in ambiguous situations and follow through in a thoughtful way. Is generally good at leading in unpredictable situations.</p>	<p>Comfortably shifts gears to meet unforeseen demands. Can confidently decide on a course of action without much concrete information and easily adjusts as needed. Eagerly investigates problems, asking questions and looking at issues from different angles to develop solutions. Is highly respected for leading decisively and clearly in unpredictable situations. Accepts responsibility for leading and uses feedback productively to adjust course.</p>	<p>Makes decisions confidently and aggressively despite uncertainty and little information. Quickly defines mission-critical priorities in ambiguous situations. Known for tackling challenges under uncertain conditions. Adept at analyzing a problem with incomplete data. Understands and effectively manages the inherent risks of different options. Demonstrates this competency in a way that produces a significant impact or a unique and extraordinary contribution to the success of the City.</p>

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<p><b>Strategic Agility</b>  <i>Sees ahead clearly; can anticipate future consequences and trends accurately; has broad knowledge and perspective; is future oriented; can articulately paint credible pictures and visions of possibilities and likelihoods; can create competitive and breakthrough strategies and plans.</i></p>	<p>Is too focused on the practical day-to-day struggles to think about breakthrough strategies. Doesn't think about the future, and doesn't have much to contribute to formulating strategy. Does not know where the City needs to go and is unclear about role in moving us forward. Seems to think strategizing is impractical and a waste of time. Strategies tend to be unrealistic and uninformed.</p>	<p>Contributes to strategic discussions and formulations, which move the City forward to the next logical point in performance. Understands the industry sufficiently and is able to create realistic strategic plans. Applies knowledge and has an adequate understanding of market trends and competition. Embraces new opportunities. Rarely allows day-to-day tasks to prevent from thinking of strategic ideas. Does a good job of anticipating future needs.</p>	<p>Thinks of progressive ways to achieve our strategic goals in large chunks. Is a key source of industry information for the City and uses that information when developing strategic plans and predicting changes and trends in our industry. Looks to the long-term future. Sees ahead clearly and maps plans that reflect future orientation. Can clearly see ahead and formulate an ambitious strategy.</p>	<p>Has remarkable skill in identifying critical information and using it to the City's strategic advantage. Anticipates new trends and developments. Creates "what if" scenarios to assist in evaluating developing plans. Sees the big picture and maps aggressive steps the City should take to make the most of the moment. Produces work that adds to the strategic plan and has a positive impact or a unique and extraordinary contribution to the success of the City.</p>
<p><b>Process Management</b>  <i>Good at figuring out the processes necessary to get things done; knows how to organize people and activities; understands how to separate and combine tasks into efficient work flow; knows what to measure and how to measure it; can see opportunities for synergy and integration where others can't; can simplify complex processes; gets more out of fewer resources.</i></p>	<p>Struggles with evaluating the effectiveness or efficiency of processes. Does not have a consistent approach to organizing work processes. Doesn't string together tasks systematically and can't see how events will play out. Does not pay enough attention to process detail to identify other potential improvements. Gathers very little information about how things are going and is usually surprised by anything that goes wrong.</p>	<p>Can easily follow the steps from start to finish and usually catches the major defects and areas for improvement. Can usually look at a process and use measurements in evaluation of its effectiveness and efficiency. Organizes complex projects by clearly outlining process steps. Attentive to opportunities for synergies and the sharing of resources. Examines processes to determine where tasks can be combined to be more efficient.</p>	<p>Can quickly look at an existing process and easily identify process flaws and make corrective suggestions. Combines multiple tasks into smooth process flows that most effectively utilize resources and people. Takes advantage of opportunities for synergy and resource sharing. Uses milestones to diligently track how work is progressing and if the process is moving according to plan. Is able to react quickly. Has consistent and regular information about in-process status.</p>	<p>Sought out by others to review their processes. Manages complex tasks involving large amounts of resources and people by laying out clear and efficient processes. Integrates complementary tasks to maximize efficiency. Identifies opportunities for synergy no one else imagines. Knows where things stand and where they need to be adjusted. Gives others comfort that they are on track and are being efficient. Demonstrates this competency in a way that produces a significant and positive impact or a unique and extraordinary contribution to the success of the City.</p>

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<p><b>Command Skills</b>  <i>Relishes leading; takes unpopular stands if necessary; encourages direct and tough debate but isn't afraid to end it and move on; is looked to for direction in a crisis; faces adversity head on; energized by tough challenges.</i></p>	<p>Avoids conflict. Lacks perseverance when forced to deal with a conflict situation and gives up easily. Generally doesn't display a sense of urgency when conflicts arise and is reluctant to take responsibility for resolving them. Doesn't respond well to tough challenges. Is sensitive to criticism and loses faith in ideas too quickly. Prefers to stay on the sideline and let someone else take the lead.</p>	<p>Doesn't hide when things get tough. Is skilled at resolving conflicts. Seeks out quick and acceptable solutions. Does not avoid conflict. Faces disagreement and controversy head-on when needed. Generally, rises to the occasion when opportunities present themselves. Conveys self-confidence to colleagues. Is a good leader during a crisis. Remains calm, uses sound judgment, and leads others to respond quickly to problems.</p>	<p>Becomes more motivated and inspired, while others might shy away from tough situations. Has perseverance and energy to carry through tough situations. Is composed and self-assured. Others trust their judgment because of their confidence. Exhibits sound leadership during a crisis. Clearly communicates what is going on and provides guidance to others.</p>	<p>Steps up to potential conflicts and encourages direct and tough debate to solve problems. Prepared to take an unpopular stand if needed. Persistent and confident. Frequently sought out for guidance during difficult situations. Instills confidence in others. In a crisis situation can plan and execute a course of action. Demonstrates this competency in a way that produces a significant impact or a unique and extraordinary contribution to the success of the City.</p>
<p><b>Drive for Results</b>  <i>Can be counted on to exceed goals successfully; is constantly and consistently one of the top performers; very bottom-line oriented; steadfastly pushes self and others for results.</i></p>	<p>Often doesn't meet goals and objectives. Doesn't focus enough on achieving results and is distracted by lesser priorities. Procrastinates and allows work to pile up until it is too late. Often needs an extension to complete work. Is not making the necessary contribution to the overall goals of the City. Is reluctant to push for results, tolerates excuses, and generally fails to provide the direction, support, and sense of urgency required.</p>	<p>Does what it takes to get results. Stays on a focused, efficient path for achieving results. Consistently meets deadlines. Is date-driven and can be counted on to get the job done. Stays focused and on task once goals are sufficiently clear. Pushes for results. Generally, maintains a results-focused work atmosphere. For the most part, provides others with the objectives, resources, and motivation needed to achieve results.</p>	<p>Pushes to achieve stretch goals. Is not satisfied meeting just quota, deadline, or standard, but keeps working to get better results. Often pushes and exceeds goals. Can be counted on to achieve results in less than the time given. Works efficiently and diligently on the task at hand, always keeping the end in sight. Strives for superior results. Constantly searches for ways to improve productivity and profitability. Focuses others on meeting aggressive goals and challenges others to stretch their capabilities.</p>	<p>Is highly focused and gets outstanding results. Consistently overcomes obstacles and achieves beyond what is expected. Constantly works to raise the standard. Doesn't tolerate mediocre performance. Sets goals with high standards and drives others to achieve extraordinary results. Helps others to drive for results, no matter the difficulty. Demonstrates this competency in a way that produces a significant impact or a unique and extraordinary contribution to the success of the City.</p>

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<p><b>Political Savvy</b>  <i>Can maneuver through complex political situations effectively and quietly; is sensitive to how people and organizations function; anticipates where the land mines are and plans his/her approach accordingly; views corporate politics as a necessary part of organizational life and works to adjust to that reality; is a maze-bright person.</i></p>	<p>Gets into trouble politically by saying or doing the wrong thing. Has a tough time grasping normal organizational politics. Doesn't quite understand all the forces at play. Doesn't build the alliances needed to get things done. Has a rough time gauging the political consequences of actions. Seems unaware of how to negotiate with different interests. At other times, seems to become impatient and just expect everyone to agree.</p>	<p>Is good at picking up on political cues. For the most part, understands the political process. Understands the formal and informal channels to complete a project. Is good in responding to political land mines. Flexible in approach, so able to maneuver around hot spots and try out alternative approaches. Understands that organizational politics are a part of life. Generally, has the skill to work within the system to accomplish goals.</p>	<p>Has a strong grasp of both formal and informal channels and is able to pick the path that offers the best chance of success with the least complication. Has a very good understanding of how organizational politics work. Negotiates well and wends way through the City. Knows where political land mines are hidden. Sees organizational politics as necessary. Knows any complex organization is bound to have competing motivations and various interests.</p>	<p>Is a master at maneuvering through formal and informal political channels. Easily identifies the least noisy path. Sought by others for advice. Has superior understanding of how organizational politics work and knows exactly how to get goals accomplished. Knows how to avoid political land mines. Can use organizational politics to achieve goals. Demonstrates this competency in a way that produces a significant impact or a unique and extraordinary contribution to the success of the City.</p>
<p><b>Motivating Others</b>  <i>Creates a climate in which people want to do their best; can motivate many kinds of direct reports and team or project members; can assess each person's hot button and use it to get the best out of him/her; pushes tasks and decisions down; empowers others; invites input from each person and shares ownership and visibility; makes each individual feel his/her work is important; is someone people like working for and with.</i></p>	<p>Doesn't pick up on individual needs and usually proceeds in own way without realizing that a different approach would be more motivating. Expects everyone will be motivated in the same way. Does nothing to encourage people to excel and acts as if everyone should be a self-starter. Does not empower others to make decisions and tries to keep a hand in most activities. Makes people hesitant about exercising their skills. Does not recognize or thank those who have helped.</p>	<p>Knows what motivates people. Treats them based on their needs and connects with them on their level. Makes people feel good about their work. Involves others in setting goals and determining processes that connect them to what they are doing and helps them feel that what they are doing is important. Delegates well. Scopes out tasks, provides support and information, and lets people work on important tasks. Their people are fairly well motivated to do their work. Acknowledges those who contribute to achievements.</p>	<p>Understands that individuals are driven by different values and connects with people in the areas that motivate them best. Creates a climate where people strive to do their best and feel their work is important. Delegates important tasks and involves others in work planning. Makes others feel confident and competent about their work by empowering them to take personal responsibility. Makes a special effort to thank those responsible for the small to the large accomplishments.</p>	<p>Has an intuitive feel for what drives others. Immediately plugs into what inspires people and uses it to motivate them. Builds energy and enthusiasm so people are eager to accomplish more. Provides a combination of resources, support, and empowerment so people feel comfortable pushing their limits. Spotlights people responsible for big and little successes and publicly celebrates achievements. Demonstrates this competency in a way that produces a significant impact or a unique and extraordinary contribution to the success of the City.</p>