



## BEHAVIORAL COMPETENCIES

A competency is the capability to apply or use a set of related knowledge, skills, and abilities required to successfully perform "critical work functions" or tasks in a defined work setting.

PDG has developed two sets of competencies – one set for non-leaders and one for leaders. The leader competency set includes all of the non-leader competencies as well as leader specific competencies. All employees are expected to know and demonstrate their set of competencies and will be rated on those competencies during their performance review.

### Competencies for Non-Leaders

#### Achievement Oriented

*Identifies and accomplishes challenging objectives or personal goals.*

- Establishes challenging short-and long-term goals
- Takes initiative, persists at tasks and pursues completion of objectives
- Takes reasonable risks
- Overcomes obstacles and resistance to change

#### Analytical Ability

*Reviews and analyzes a wide variety of information and recommends a specific course of action.*

- Grasps new concepts, approaches and systems
- Examines & interprets a wide variety of data/information and makes recommendations or decisions
- Defines parameters of task and desired objectives
- Develops results-oriented conclusions
- Anticipates problems, opportunities and needs of the organization and the client
- Organizes ideas and information in unique ways

#### Communication

*Take the initiative to communicate accurate, up-to-date plans and information to direct reports, peers, and management. Expresses thoughts clearly, both verbally and in writing. Listens and understands the views of others.*

- Writes in a concise and organized manner
- Writes results clearly & grammatically
- Appears knowledgeable & confident in communicating information.
- Shares information with others to help them perform their jobs & seeks information from others
- Sensitive to the communication levels required by different audiences
- Listens actively & speaks clearly and directly
- Conducts effective meetings



- Presents in a confident and enthusiastic manner when addressing people in a large or small group

## Creativity

*Develop new ideas and unique and novel solutions to problems.*

- Challenges current procedures to develop other alternatives
- Seeks ways to improve all aspects of the job
- Brainstorms to develop suggestions and new ideas
- Develops several approaches or solutions to a problem.

## Decision Making

*Make decisions while exhibiting judgment and a realistic understanding of issues; ability to use reason, even when dealing with emotional topics.*

- Identifies purpose and objectives
- Gathers and analyzes data and develops rationale for decision
- As appropriate, involves direct reports and others in making decisions
- Considers alternatives and assesses their impact and potential problems
- Implements decision and evaluates results

## Diversity Orientation

*Recognizes and values the benefits in the diversity of people, ideas and cultures. Encourages differences as a way to enhance group productivity*

- Treats each person in the department as an individual with individual needs and issues
- Maintains and enhances the self-esteem of others
- Understands and responds to others' needs and priorities
- Values differences among team members
- Promotes equal treatment while refusing to tolerate workforce bias or racism
- Gives equal time to all staff within department

## Flexibility

*Recognizes and responds to unanticipated events and requirements. Willing to do what is necessary to get the desired results.*

- Copes successfully with unexpected events
- Handles several projects simultaneously
- Adapts own behavioral and communication style to gain cooperation of managers, co-workers, peers, clients and vendors
- Adapts well to, and supports, change
- Brings simplicity and order out of complexity and chaos



## Initiative

*Actively seeks opportunities to make a contribution rather than passively accepting situations. Takes action to achieve goals beyond what is necessarily called for; originates action.*

- Actively seeks solutions to problems before being asked or directed
- Questions the way a process is done and suggests changes
- Initiates self-development efforts
- Seeks additional job responsibilities to assume
- Looks for new ways to contribute to the business

## Interpersonal Skills

*Establish productive, cooperative relationships with direct reports, peers and management. Understands and responds to others' needs and priorities. Resolves conflict in positive ways.*

- Resolves conflict in positive ways
- Gives and seeks feedback that will increase the productivity of relationships
- Deals with the diverse behavior of others in groups in order to increase the group's productivity
- Maintains and enhances the self-esteem of others
- Tell me about a situation where you had to demonstrate empathy or sympathy to someone
- Recognizes strengths and limitations of self and others

## Motivation

*Maintain a high level of interest and enthusiasm for job responsibilities. Has demonstrated record of being a self-starter and self-motivated.*

- Takes pride and derives satisfaction in one's job
- Assumes ownership for getting the job done
- Enthusiastic about taking on challenging projects
- Goal oriented; concerned with achievement & doing better
- Makes plans and follows through

## Judgment

*Weighs alternative courses of action and makes decisions that reflect factual information and are based on rational and logical assumptions that take organizational resources into consideration.*

- Makes sound decisions by considering alternatives
- Considers impact in other areas of the organization
- Weighs alternatives and selects practical solutions
- Reviews decision to see if it satisfies long-range plans



## Leading and Influencing Others

*Uses appropriate interpersonal styles and methods to guide individuals or groups toward achieving results.*

- Develops and communicates a vision of challenging goals, growth and progress
- Motivates others to work together toward common objectives
- Works effectively in cross-functional groups
- Coaches and develops direct reports
- Shows concern for employees
- Develops and maintains successful relationships with clients and vendors

## Management

*Motivates, trains, and develops a diverse workforce and provides an environment conducive to achievement and growth.*

- Delegates effectively and acknowledges accomplishments
- Responds positively to innovative ideas and suggestions from direct reports
- Resolves human resources problems quickly and effectively
- Communicates plans and information to staff in a timely & thorough manner
- Promotes teamwork and cooperation within the department
- Meets budget responsibilities
- Provides constructive, ongoing feedback
- Balances concerns for results, deadlines, tasks, and people

## Persuasiveness

*Utilize appropriate interpersonal styles and methods to gain agreement or acceptance of an idea, plan, activity or product.*

- Gains approval of a plan or idea by focusing on the benefits of the proposal to the audience
- Persuades people from various levels, positions or backgrounds by using a variety of interpersonal techniques and approaches
- Improvises, thinks quickly on his/her feet
- Sells ideas despite resistance.

## Planning and Organizing

*Establish a course of action for self or others to accomplish a specific goal.*

- Develops plans and identifies resources to achieve objectives
- Resolves conflicting priorities and accomplishes work on time
- Utilizes some type of planning tool to develop short-and long range plans
- Maintains a balance and awareness of status of all projects



- Anticipates obstacles and ways to overcome them

## Presentation Skills

*Express oneself in a clear, concise manner during individual or group situations.*

- Demonstrates a sound knowledge of the subject matter
- Delivers information in a clear, concise, and logical manner
- Gains acknowledgment of audience and is able to understand the communication level required
- Effectively uses various audio-visual media to enhance presentations

## Problem Solving

*Identifies and defines problems through the gathering of relevant information leading to the development of alternative solutions.*

- Identifies the existence and cause of a problem
- Brainstorms potential solutions
- Identifies conditions that solutions must meet
- Evaluates alternative courses of action
- Identifies key people involved in evaluating solutions to the problem
- Implements solutions and evaluates results

## Team Building/Team Work

*Promote cooperation within the department and in interactions with other departments. Values differences among team members and can manage work groups with diverse influences.*

- Promotes open participation and communication within department and throughout the organization
- Shares pertinent information with all members of the team
- Adapts to other people's behavior style in order to achieve the desired goals of the team
- Provides opportunities for direct reports to participate in project teams, task forces, etc., for development purposes
- Promotes a team spirit within and outside department; partners with other groups

## Time Management

*Manage a variety of responsibilities in a timely, efficient manner.*

- Effectively prepares and uses a daily "to do" list
- Allocates time to planning, thinking and mapping out tasks
- Assigns priorities to tasks
- Controls time spent in attending meetings
- Controls interruptions