

SENIOR EXECUTIVE SUCCESS PROFILE

<i>Leadership</i>	Acknowledges leadership as the basic differentiating contributor to organizational success; holds self to highest standards; models characteristics that are key to maintaining a competitive edge; creates a feeling of energy and excitement; promotes succession planning and develops organizational leadership.
<i>Energy/ Commitment</i>	Sets standards and accomplishes goals in spite of obstacles; balances interests and priorities of shareholders, employees, customers, and the community; maintains energy and manages pressure without undue stress.
<i>Vision/Strategy</i>	Maintains a broad view; communicates a desirable future state for the business; ensures shared values, mission, and goals within the organization; links these with priorities, objectives, and action plans; clarifies key performance indicators; ensures interdependence of functional objectives to support the mission.
<i>Entrepreneurship</i>	Knows what it takes to be successful in the industry; stays informed of social, political, and economic trends and their impact on the business; anticipates market fluctuations; recognizes potential business opportunities; seeks new responses to changes in competition and customer needs.
<i>Creativity/ Innovation</i>	Generates and encourages innovative solutions and/or taps previous experience creatively; makes assumptions explicit; rewards risk-taking; shows adaptability and flexibility.
<i>Decision Making</i>	Reaches timely, sound conclusions after considering relevant alternatives, relying on both general principles and situational variables; seeks sufficient input and/or consensus; ensures that decisions serve the organization as a whole and that financial components maximize return on investment.
<i>Managing Change</i>	Redefines and communicates changing vision; develops transition strategy that ensures appropriate leadership, communication, and cooperation; personally self renewing – accepts and grows with change, learns from failures; maintains compatible personal, career, and organizational goals.
<i>Staffing</i>	Recognizes predictors of success; hires/promotes those who match current job needs and have long-term leadership potential; ensures a diverse and complementary mix of personnel to serve organizational goals.

<i>Performance Management</i>	Effectively structures own organization to manage multiple demands and activities; clarifies roles, responsibilities, and accountabilities; establishes agreed-upon objectives and standards; uses ongoing feedback, recognition, and praise to encourage higher performance.
<i>Coaching/ Delegating</i>	Encourages individuals to initiate projects, correct own errors, take calculated risks, and follow through; provides resources and coaching to ensure desired results; confronts performance problems directly and constructively.
<i>Motivation</i>	Responds to differences in capability, knowledge, maturity, and experience among direct reports, inspires motivation and high performance for a variety of personality types.
<i>Teamwork</i>	Gets along well at all levels in the organization; exemplifies and encourages cooperation and interdependence within and between work groups; draws on informal networks to engender support of goals and organizational mission; builds own team for high performance.
<i>Collaboration</i>	Projects authenticity; maintains personal integrity; actively elicits others' ideas and feelings and listens carefully, reacts to others' and presents own viewpoint openly, objectively, and non-defensively; open to changing own point of view; seeks integrative solutions to problems.
<i>Communication</i>	Writes effectively; speaks succinctly and with purpose; inspires confidence and projects an executive image; handles questions well.