



| Topic                               | Questions  |
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| <b>Business Acumen</b>              | Stays Current with the latest trends and advances in his/her industry or field.          |
|                                     | Demonstrates a clear understanding of the factors that impact our success as a business. |
|                                     | Is respected as a talented and knowledgeable person in his/her area of responsibility.   |
|                                     | Sets clear direction that aligns his/her team with the organization's strategy.          |
| <b>Decision Making</b>              | Makes decisions that reflect a clear understanding of what we do.                        |
|                                     | Considers multiple sources of information when making important decisions                |
|                                     | Makes decisions in a timely manner.  |
|                                     | Demonstrates good judgement and common sense when making decisions.                      |
| <b>Planning &amp; Organization</b>  | Creates short-term goals that fit within the long-term strategy of the organization.     |
|                                     | Breaks down larger projects into manageable tasks.                                       |
|                                     | Uses his/her time effectively.   |
|                                     | Keeps people focused on the organizations key initiatives and priorities.                |
| <b>Integrity and Trust</b>          | Is honest, ethical, and trustworthy.   |
|                                     | Can be counted on to follow through with his/her promises.                               |
|                                     | Take responsibility for his/her own actions.   |
|                                     | Sets a good example of the behavior he/she asks for.                                     |
| <b>Innovation &amp; Creativity</b>  | Identifies innovative solutions through "out-of-the-box" thinking.                       |
|                                     | Has good judgment about which creative ideas and suggestions will work.                  |
|                                     | Turns new ideas and innovative solutions into new products and/or services.              |
|                                     | Creates an environment that encourages innovation, risk taking, and challenge.           |
| <b>Results Orientation</b>          | Delivers superior results, even in challenging situations.                               |
|                                     | Maintains focus and commitment despite challenges or setbacks.                           |
|                                     | Sets high performance standards for his/her team.  |
|                                     | Creates a sense of accountability for results within his/her team.                       |
| <b>Customer Focus</b>               | Builds and maintains excellent relationships with internal/external customers.           |
|                                     | Finds solutions with even the most demanding customers.                                  |
|                                     | Consistently advocates for superior quality.   |
|                                     | Sets high standards of excellence for serving customers.                                 |
| <b>Managing Change</b>              | Accepts changes and adapts to new situations and responsibilities.                       |
|                                     | Adjusts priorities in order to address changing situations and conditions.               |
|                                     | Effectively implements change.   |
|                                     | Establishes an environment in which others embrace change.                               |
| <b>Communication</b>                | Establishes effective two-way communication with others.                                 |
|                                     | Shares information in a clear and concise manner.  |
|                                     | Is open to feedback without becoming defensive.  |
|                                     | Provides candid feedback to others in a way that facilitates improvement.                |
| <b>Teamwork &amp; Collaboration</b> | I can trust this person to represent my interests, even if I am not around.              |
|                                     | Looks for solutions where all parties will benefit.                                      |
|                                     | Creates an environment of openness and cooperation.                                      |
|                                     | Facilitates teamwork and communication across functions, divisions, and/or departments.  |
| <b>Leading Others</b>               | Builds genuine relationships with others.  |
|                                     | Fosters energy, enthusiasm, and commitment in others.                                    |
|                                     | Provides challenging assignments and opportunities for others to grow.                   |
|                                     | Takes the time to coach, mentor, and support others.                                     |
| <b>Performance Mgmt</b>             | Delegates both routine and critical tasks or responsibilities.                           |
|                                     | Empowers others with the resources and authority they need to succeed.                   |
|                                     | Takes timely corrective action for poor performance.                                     |
|                                     | Recognized and rewards people for excellent performance.                                 |