



**Department of Human Resources**  
**Talent Management Core Competencies**

Creativity	
<p><i>Comes up with a lot of new and unique ideas; easily makes connections among previously unrelated notions; tends to be seen as original and value-added in brainstorming settings.</i></p>	<ul style="list-style-type: none"> <li>■ Consistently generates and employs original ideas for himself or herself and for others, tackling both simple and complex problems</li> <li>■ Uses analysis and cross-pollination of information from one situation to another to solve problems</li> <li>■ Is seen as bringing out the best in others in brainstorming sessions or one-on-one, leading them to discover new connections, new solutions, and new ways of doing their jobs</li> </ul>
Customer Focused	
<p><i>Is dedicated to meeting the expectations and requirements of internal and external customers; gets first-hand customer information and uses it for improvements in products and services; acts with customers in mind; establishes and maintains effective relationships with customers and gains their trust and respect.</i></p>	<ul style="list-style-type: none"> <li>■ Strategically plans ways to demonstrate superior customer service for district stakeholders</li> <li>■ Investigates and analyzes external indicators to project stakeholders' future needs</li> <li>■ Establishes and nurtures relationships with stakeholders, regularly inviting feedback and suggestions</li> <li>■ Directs staff to ensure stakeholder trust and respect for the organization</li> </ul>
Decision Quality	
<p><i>Makes good decisions (without considering how much time it takes) based upon a mixture of analysis, wisdom, experience, and judgment; most of his/her solutions and suggestions turn out to be correct and accurate when judged over time; sought out by others for advice and solutions.</i></p>	<ul style="list-style-type: none"> <li>■ Uses a combination of logic, analysis, experience, wisdom, advanced methods, and other resources to make sound, timely decisions and to solve problems. Demonstrates the ability to solve complex, difficult, and intractable problems, creates effective and innovative solutions</li> <li>■ Skillfully probes all appropriate sources; demonstrates advanced skill and keen insight in gathering, sorting, and applying key information. Demonstrates deep resolve and resilience throughout the process. Identifies the appropriate level of inclusion indicated; builds and leads coalitions and teams to facilitate the work when indicated</li> <li>■ Delivers solutions and decisions that have a positive, far-reaching, and comprehensive organizational impact, influencing future events and directions</li> <li>■ Is well respected inside and outside the organization; is often pursued as a consultant for input, analysis, process support, and direction</li> </ul>
Drive for Results	
<p><i>Pursues everything with energy, drive, and a need to finish; does not give up before finishing, even in the face of resistance or setbacks; steadfastly pushes self and others for results. 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>	<ul style="list-style-type: none"> <li>■ Sets clear and lofty goals for himself or herself, as well as for the organization, and pursues them with enthusiasm and energy</li> <li>■ Anticipates obstacles and is prepared with contingency plans so as not to impede the drive to the goal; keeps everyone on track</li> <li>■ Is the go-to person for both action and strategic planning of complex and tough assignments</li> <li>■ Runs the race to finish strong, not just to cross the finish line, and is not satisfied with less-than-concrete, stellar results</li> </ul>

Managing and Measuring Work	
<p><i>Clearly communicates expectations and aspirations to groups and organizations; Adjusts quantitative and qualitative measures as needed to ensure appropriate feedback on priority goals and objectives; Designs and broadcasts tangible benchmarks and success measures; Implements feedback loops that provide information to appropriate individuals who are empowered to make decisions and exercise authority within the prescribed framework.</i></p>	<ul style="list-style-type: none"> <li>■ Clearly communicates expectations and aspirations to groups and organizations</li> <li>■ Adjusts quantitative and qualitative measures as needed to ensure appropriate feedback on priority goals and objectives</li> <li>■ Designs and broadcasts tangible benchmarks and success measures</li> <li>■ Implements feedback loops that provide information to appropriate individuals who are empowered to make decisions and exercise authority within the prescribed framework</li> </ul>
Managing Vision and Purpose	
<p><i>Communicates a compelling and inspired vision or sense of core purpose; talks beyond today; talks about possibilities; is optimistic; creates mileposts and symbols to rally support behind the vision; makes the vision sharable by everyone; can inspire and motivate entire units or organizations.</i></p>	<ul style="list-style-type: none"> <li>■ Is a gifted visionary, anticipating future trends and artfully crafting a broad vision incorporating many groups and organizations</li> <li>■ Impassions others with a strong sense of purpose, and convinces them of the need and urgency to wholeheartedly give their support</li> <li>■ Instinctively discerns what drives his or her audience and deftly ignites and steers their sense of purpose to a common goal</li> </ul>
Organizational Agility	
<p><i>Knowledgeable about how organizations work; knows how to get things done both through formal channels and the informal network; understands the origin and reasoning behind key policies, practices, and procedures; understands the cultures of organizations.</i></p>	<ul style="list-style-type: none"> <li>■ Understands and appreciates the origins and reasoning behind key policies, practices, and procedures, and is involved with their evolution</li> <li>■ Studies other organizational cultures and politics to glean insight and to gain fresh perspective of his or her own organization</li> <li>■ Is a consummate networker who can initiate relationships within and between organizations that leverage the strengths and capabilities of all parties</li> <li>■ Is actively sought after in order to provide guidance and assistance in dealing with complex political situations</li> </ul>
Problem Solving	
<p><i>Uses rigorous logic and methods to solve difficult problems with effective solutions; probes all fruitful sources for answers; can see hidden problems; is excellent at honest analysis; looks beyond the obvious and doesn't stop at the first answers.</i></p>	<ul style="list-style-type: none"> <li>■ Anticipates impact of change, and directs self and others in smoothly shifting gears</li> <li>■ Uses ingenuity in dealing with ambiguous situations, and guides others to cope effectively</li> <li>■ Thrives on situations involving risk and uncertainty</li> </ul>
Self-Development	
<p><i>Is personally committed to and actively works to continuously improve him/herself; understands that different situations and levels may call for different skills and approaches; works to deploy strengths; works on compensating for weakness and limits.</i></p>	<ul style="list-style-type: none"> <li>■ Is dedicated to continuous learning and self-improvement, and aggressively undertakes activities to enrich intellect, to build new Skilled, and to hone existing Skilled</li> <li>■ Continually expends his or her talents and gifts to the fullest, participating in a variety of events and pursuits designed to build on strengths</li> <li>■ Earnestly garners feedback, and acts upon it to improve perceived weaknesses and limitations and to build a repertoire of Skilled</li> <li>■ Is a role model for those who strive for personal excellence</li> <li>■ Demonstrates mastery of agility in meeting changing conditions</li> </ul>

## Strategic Agility

*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.*

- Creates highly effective strategic vision and has an uncanny sense of how situations can unfold; prepares well in advance to take fullest advantage of the changing environment
- Regarded as a proven and respected consultant to groups and organizations in the midst of complex and challenging change
- Creates competitive and breakthrough strategies and plans; generates an attitude of enthusiastic expectancy in others regarding change and challenge
- Has a global perspective and broad visionary acumen