



VAYA GROUP



ABC Company
Regional Sales Directors
Leadership Profile
Aggregate Report

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ABC Company's RSD Leadership Profile Aggregate Report

Welcome to the ABC Company RSD Leadership Profile Aggregate Report. The report provides a research-based method for learning about the behavioral competency strengths and development opportunities of the population of RSD leadership. Our partner, Vaya Group, has vast experience in helping individuals and teams understand and apply assessment data in order to take a proactive and tailored approach to development that is specific and actionable.

How the Leadership Profile Works

The profile interview is best thought of as one large, open-ended, data gathering process. There are primarily 4 types of interview questions utilized:

- Self-perception: The individual's personal assessment of him/herself
- Past examples: How the individual has done things in the past
- Role-play: Job-related situations
- Hypothetical: How the individual will handle future work challenges

Each question utilized is carefully linked to a specific behavioral attribute that has been identified as important in this particular leadership competency model.

After the interview is completed, a Vaya Group assessor works closely with the interview transcript. Each response is coded for evidence of positive content. This is done by comparing each interview response to the strongest, most positive-evidenced responses ever gathered for that question. In effect, each individual's responses are compared to an extremely high standard set by top performers across many well-respected organizations. After each interview response is coded, the data is assembled in order to build a unique profile for the individual.

How to Interpret Profile Assessment Results

There are two primary steps to interpreting profile results:

1. High, Medium, Low Evidence Scale

Score Range

- High Evidence.....Dominant Behavioral Strength (Interview responses provided strong, consistent evidence for the behavior being assessed. Evidence levels compared favorably with individuals who are strong in this area.)
- Medium Evidence.....Solid Behavioral Strength (Interview responses provided good, solid evidence for the behavior being assessed. Evidence levels were similar to other individuals who are solid in this area.)
- Low Evidence.....Development Opportunity (Interview responses provided inconsistent or modest evidence for the behavior being assessed. Evidence levels were similar to other individuals who are working to develop in this area.)

2. Relative Strengths and Weaknesses

Identify strengths and relative weaknesses. Focus on appreciating and leveraging the strength areas and identifying strategies for developing and improving the relative weaknesses.

The Current Leadership Study:

- Twenty-one participants were assessed with the RSD Leadership Profile Assessment Interview.
- The following report provides a summary of the aggregate RSD Profile results.

ABC Company RSD Competency Model

What Competencies and Specific Behaviors are assessed?

COMPETENCIES		SPECIFIC BEHAVIORS
RESULTS		
1	Results Orientation	<ul style="list-style-type: none"> • Goal Focused • Driving Accountability • Decisiveness
2	Planning & Organizing	<ul style="list-style-type: none"> • Executing Priorities • Tactical Planning • Resource Management
PEOPLE		
3	Coaching & Development	<ul style="list-style-type: none"> • Coaching • Providing Feedback • Motivating • Individualized Focus
4	Working Relationships	<ul style="list-style-type: none"> • Openness & Adaptability • Interpersonal Sensitivity • Organizational Savvy • Collaboration
5	Communicating & Influencing	<ul style="list-style-type: none"> • Listening • Candor/Assertiveness • Influential Communication
STRATEGY		
6	Strategic Approach	<ul style="list-style-type: none"> • Forward Thinking & Planning • Big-Picture Perspective • Analytical Thinking

ABC Company RSD Group Results

Competency Stack Graph



Greatest Assets	Development Priorities
Goal Focused Collaboration Resource Management Listening Providing Feedback	Forward Thinking & Planning Influential Communication Openness & Adaptability

ABC Company RSD Group Results

Break-out by Behavioral Dimension Assessed:
% of RSDs Displaying High, Medium and Low Evidence.

RESULTS

Results Orientation

	% High	% Med	% Low
Goal Focused	57%	43%	--
Driving Accountability	33%	53%	14%
Decisiveness	14%	72%	14%

- This group shows a strong competitive nature. The group excels in establishing and communicating clear goals and performance expectations for their DMs.
- While the goals this group sets tend to be clear, many of the RSDs do not confront situations in which team members have failed to deliver on commitments. Many need to be more consistent and transparent in efforts to create a highly accountable team culture. Follow-up actions and adherence to pre-established consequences for missed commitments must be more clearly communicated and enforced.

Planning & Organizing

	% High	% Med	% Low
Resource Management	67%	33%	--
Tactical Planning	62%	24%	14%
Executing Priorities	29%	52%	19%

- These create stepwise action plans that include timelines, resource requirements and milestone tollgates. They are well-equipped to translate the goals of the Region into clear project plans of action. They are comfortable with delegating and providing resources that allow their DMs to manage their teams. They also do a good job of tracking resource utilization to ensure a strong return on investment.
- Inconsistent evidence was found in the area of Executing Priorities. This means the RSDs are prone to becoming reactive to their work environments. When multiple requests are made, they struggle to sort through and identify which are most critical to the team's success. They often get caught in "fire-fighting" mode.

ABC Company RSD Group Results

Break-out by Behavioral Dimension Assessed:
% of RSDs Displaying High, Medium and Low Evidence.

PEOPLE

Coaching & Development

	% High	% Med	% Low
Providing Feedback	67%	33%	--
Coaching	57%	38%	5%
Individualized Focus	48%	33%	19%
Motivating	38%	38%	24%

- These RSDs do an effective job of diagnosing the development needs of their DMs and utilize situational leadership techniques to adjust their coaching approaches for each person. They tend to provide balanced, constructive feedback to their people aimed at supporting the development and growth of the DM.
- One area in which these RSDs display some room to grow is Motivating. Some of the more intense, goal focused RSDs tend to utilize a one-size-fits-all approach to motivating. They need to learn to better identify and appreciate that different managers are motivated in different ways.

Working Relationships

	% High	% Med	% Low
Collaboration	67%	24%	9%
Interpersonal Sensitivity	48%	38%	14%
Organizational Savvy	43%	38%	19%
Openness & Adaptability	10%	80%	10%

- A strength for the group is Collaboration. This group excels at facilitating team discussions and getting individuals to share ideas and participate in joint planning and decision making. Most in the group also display medium to high Interpersonal Sensitivity.
- These leaders are also likely to convey a sense of concern and care when others are struggling or dealing with personal issues. This helps them to develop positive relationships within their teams.
- Lower scores emerged in the area of Organization Savvy and Openness and Adaptability. These RSDs need to proactively identify key stakeholders and business partners in the organization, and put in place plans to build connections with these individuals. As TPNA grows and becomes more complex, the RSDs need to more readily recognize who has valuable information and can offer support and make it a priority to strengthen their networks throughout the organization. Greater comfort with change and operating in the midst of ambiguity will also be important as ABC Company continues to grow and respond to the emerging needs of the marketplace.

ABC Company RSD Group Results

Break-out by Behavioral Dimension Assessed:
 % of RSDs Displaying High, Medium and Low Evidence.

PEOPLE (CONTINUED)

Communicating & Influencing

	% High	% Med	% Low
Listening	67%	33%	--
Candor/Assertiveness	24%	57%	19%
Influential Communication	19%	52%	29%

- Listening skills and receptive communication is clearly a strength for this group. They excel at engaging others in two-way, back and forth dialogues. They focus on being present with people as they seek to understand the messages being communicated by individuals on their team. Strong listening skills provide these RSDs with an excellent foundation for understanding the issues and concerns of their people. They can leverage these skills by ensuring that they speak to the unique needs of their team members.
- Far less evidence surfaces around Influential Communication and Candor/Assertiveness. In communicating changes or new initiatives, the group tends to rollout the facts surrounding the changes but do not do a good job of speaking to the unique needs and concerns of their audience. They need to better leverage their listening skills to gauge the issues that their people are most concerned about, and then more effectively and more persuasively help their people see the “WIFMs” and whys behind organizational changes. On the Assertiveness side, several of the RSDs tend to be reluctant to voice strong opinions or to communicate in a direct fashion. This is most pronounced in situations that contain a lot of emotion and conflict.

ABC Company RSD Group Results

Break-out by Behavioral Dimension Assessed:
 % of RSDs Displaying High, Medium and Low Evidence.

STRATEGY

Strategic Approach

	% High	% Med	% Low
Analytical Thinking	53%	33%	14%
Big Picture Perspective	19%	76%	5%
Forward Thinking & Planning	--	19%	81%

- Of the three attributes assessed in this area, Analytical Thinking surfaces as the group’s greatest asset with 53% of the group scoring in the High evidence range. The group does a good job of gathering the facts and data around a particular business problem or situation. They are able to clearly diagnose issues and break down problems to their component parts. For example, they effectively analyze market share data and help DMs to gain a clear understanding of the factors that can drive those numbers. When they apply new resources to a District, they track the outcomes of the investment by looking at data and results.
- Much less prevalent among the group is Forward Thinking & Planning (81% Low evidence) and Big Picture Perspective (81% Medium or Low evidence). Many in the group do not see longer term planning or strategic thinking as part of their job roles. Overall, the group tends to become immersed in the short-term, tactical work of the RSD role. They only plan in terms of one or two business quarters in advance. As these RSDs prepare to take on new roles or responsibilities within TPNA, they will need to become much stronger in their abilities to anticipate market place changes and create bigger picture strategies and visions for their business.

ABC Company RSD Group Results

Key Leadership Behavioral Combinations

These combinations represent areas in which these leaders may “overplay” their natural strengths and put themselves out of balance.

	High Evidence		Lower Evidence
1	Goal Focus Analytical Thinking Tactical Planning Resource Management	Vs.	Influential Communication Forward Thinking & Planning

Implications:

The impact of this behavioral combination can be most readily observed in the approach these leaders take to managing change within their teams. Specifically, when provided with new direction and initiatives from the organization, this team is likely to do a very good job of communicating the reason for the change and how it will impact the expectations of the DM group. However, they can become so focused on “what” needs to be done that they don’t spend the necessary time ensuring that their DM group sees how and why those changes can benefit them as individuals. This can limit the buy-in of the team. In addition, these RSDs often manage the implementation of new programs as separate events rather than helping the team understand how these programs fit into the longer-term strategic plan of ABC.

	High Evidence		Lower Evidence
2	Listening Coaching Collaboration Interpersonal Sensitivity	Vs.	Driving Accountability Candor/Assertiveness

Implications:

These leaders are very committed to supporting their DM team members and helping them grow and develop. While this certainly helps them build strong teams, they must also ensure that they are creating a culture of accountability within their teams. Some of the RSDs must take care that they don’t overplay their supportive side to the point of avoiding conflict or lessening their expectations of others.

ABC Company RSD Profile Summary

Behavioral Competency Scoreboard

ABC Company RSD Leadership Competencies

Coaching & Development	Dominant Strength
Results Orientation	Solid Strength
Planning & Process	Solid Strength
Working Relationships	Solid Strength
Communicating & Influencing	Solid Strength
Strategic Approach	Development Area

Supporting Behavioral Dimensions

Dominant Strengths	Solid Strengths	Development Opportunities
<ul style="list-style-type: none"> • Goal Focused • Collaboration • Resource Management • Listening • Providing Feedback • Tactical Planning • Coaching 	<ul style="list-style-type: none"> • Analytical Thinking • Interpersonal Sensitivity • Individualized Focus • Driving Accountability • Motivating • Organizational Savvy • Big Picture Thinking • Candor/Assertiveness 	<ul style="list-style-type: none"> • Executing Priorities • Decisiveness • Openness & Adaptability • Influential Communication • Forward Thinking & Planning

ABC Company RSD Critical Work Situation Examples

This section:

- 1) Defines each competency with bullet-point concise statements**
- 2) Gives examples of a critical work situation (s) for each competency**
- 3) Offers an example of effective and ineffective skills and behaviors under each critical work situation detailed**

This information is provided to offer you examples of observational signals of skills, both positive and counter evidence, as they relate to critical work situations within each competency.

ABC Company RSD Critical Work Situation Examples

Results Orientation

Competency Defined:

- Sets challenging performance expectations and pursues them with vigor and optimism
- Shows tenacity in the face of obstacles
- Takes swift action to move the business forward
- Holds self and others accountable for bottom-line results

Work Situation: Conducting annual performance appraisals

Effective Example:

- Communicates clear, measurable performance expectations for the coming year
- Sets times to revisit expectations at regular intervals (e.g. monthly or quarterly)
- Quickly devises specific recovery plans when expectations are not met and increases frequency of follow-up

Ineffective Example:

- Sets only general objectives for the coming year; objectives tend to reflect areas to “work on” versus more tangible expectations for what the person should achieve
- Progress on objectives is discussed only on an ad hoc basis
- When expectations are not met, simply encourages the DM to keep trying

Work Situation: The Region is struggling versus performance expectations/goal attainment. After a review of the region’s activity, the RSD discovers that a low call average is contributing to the problem

Effective Example:

- The RSD directly discusses the findings with the DM team
- Works with the team to identify strategies for increasing call averages and set agreed upon, measurable expectations for increasing call averages
- Expectations are clearly communicated with the sales representatives
- Implements a weekly activity report to track success with the expectations

Ineffective Example:

- Communicates the need for increased call activity to the DM team
- Discusses strategies for increasing call averages but does not set a measurable expectation
- Relies on informal reports from managers to understand if call averages are improving

Planning & Organizing

Competency Defined:

- Consistently focuses efforts on critical-to-success work activities
- Uses detailed action plans to provide direction and enhance efficiency
- Actively leverages resources to have greatest impact on the business
- Uses project management skills to implement programs and initiatives

Work Situation: Takes on a team of inexperienced DMs and Account Managers, as well as, a new Region in the country during a time of expansion and growth. Is receiving a multitude of requests from the team, the boss and the Home Office

Effective Example:

- Establishes a clear process for determining priorities; identifies the most critical to success tasks that must be accomplished; creates an A, B, C – type method of prioritizing issues as they arise
- Establishes office hours for self; communicates to DMs and others when he/she is available for calls and questions; also sets aside specific time for uninterrupted work on key projects

Ineffective Example:

- Takes a first-in, first-out approach to handle incoming requests; treats all incoming requests as equal and attempts to please everyone by taking action
- Sets no time aside for own key projects and tasks; allows phone and email interruptions while trying to multi-task on key work deliverables

Work Situation: Allocating the Region’s budget for speaker programs and other marketing initiatives

Effective Example:

- Works with the team to build a collective strategy for how to best leverage the resources within the region
- Studies each district to identify potential and top physician practices to target
- Considers factors such as the districts opportunity for growth and past history of maximizing resource outcomes in making allocation decisions
- Requires DMs to provide a strong business case supporting the request when asking for additional resources
- Actively tracks the ROI associated with resource use

Ineffective Example:

- Splits resources equally across districts
- Provides additional resources when requested without considering how the resources could alternatively be used
- Does not track the effectiveness of resource utilization

Coaching & Development

Competency Defined:

- Takes a proactive and individualized approach to cultivating talent within the team
- Identifies necessary skills within the region and selects and coaches team members to fill those needs
- Balances timely and direct feedback with exploratory discussions aimed at helping others grow and achieve career objectives
- Regularly rewards top performance in a meaningful manner

Work Situation: Inherited a DM that has not performed well

Effective Example:

- Seeks to fully understand the situation; learns about the DM's perspective on performance, strengths, development needs
- Utilizes performance data to show the DM how his/her performance looks in objective terms
- Invests time in working with the DM and observing behaviors
- Works with the DM to build a specific development plan that addresses areas that the DM needs to focus upon and grow

Ineffective Example:

- Ignores the situation; strives to build rapport with the DM, but does not address any of the performance issues
- Takes a very "hard line" approach with the DM, and makes assumptions about the DM's motivations or capabilities

Work Situation: The Region that you have been assigned to lead has performance issues and has lagged behind most of the rest of the country for the previous two years; many on the team seem de-motivated and disengaged

Effective Example:

- Conducts a talent review within the region to identify strengths and opportunity areas: provides clear, direct, specific feedback on areas to improve on to enhance performance
- Regularly catches team members doing things that are positive and rewards and recognizes them for their actions
- Broadcasts the best practices observed to the broader team and follows-up to ensure they are utilized
- Balances time spent coaching top performers aimed at maximizing their skills and coaching bottom performers who need more basic instruction; uses top performers to support the coaching and development of others through ride alongs
- Maintains a strong candidate pool so when positions open up, has a reserve of talent to pull into the region

Ineffective Example:

- Hesitates to deliver tough feedback messages for fear of further de-motivating the team
- Struggles to find reasons to celebrate at an individual or team level
- Spends most of the time coaching the bottom performers
- Conducts resume screens only after a position has opened

Working Relationships

Competency Defined:

- Shows genuine care and concern for others
- Develops effective internal and external relationships with business partners
- Demonstrates strong team work in leveraging peers, direct reports and cross-functional partners in developing projects and plans
- Inclusive of people with different styles, job roles and personality types

Work Situation: Helping the Region to work effectively with a co-promotion, 3rd party sales force

Effective Example:

- Reaches out to co-promotion RSD to understand their unique business goals, challenges and opportunities for success
- Conducts a one-on-one meeting with co-promotion team to develop a shared strategy for aligning each company's interests and creating win-win solutions
- Establishes regular check-ins to ensure that the co-promotion parties needs are being met and address any concerns/issues that may arise

Ineffective Example:

- Establishes communication with the co-promotion team only when problems arise
- Interactions with the co-promotion team tend to focus mainly on driving ABC Company's goals and show little consideration for helping them meet their objectives

Work Situation: The Region has many complex managed care issues that may impact your team

Effective Example:

- Invites managed care counterparts to meet with the team to share unique information and insights on the plans covered in the region
- Proactively schedules a brainstorming session to identify opportunities to address the emerging needs of the region with the managed care team
- Identifies potential resource needs and contacts appropriate Home Office leaders to gain support for recommendations
- Solicits ideas and best practices from broader RSD team
- When an effective strategy has been identified, shares the best practices with broader RSD team and communicate new information to internal Home Office business partners who could be impacted

Ineffective Example:

- Creates a region strategy independent of managed care counterparts
- Relies on Zone Director to reach out to gather more resources to support related initiatives when needed
- When an effective strategy has been identified, communicates best practices only within the region

Communicating & Influencing

Competency Defined:

- Effectively communicates with others by fully engaging them in dialogue and by responding to their issues in a straight-forward, impactful manner
- Delivers clear and simple messages in both written and verbal format
- Generates enthusiasm and excitement for ideas by communicating why decisions are made and showing how they can benefit others

Work Situation: The Home Office is rolling out a new process or procedure that is viewed in a negative light by many of the DMs and Account Managers

Effective Example:

- Reaches out to business partners to learn why the new process or procedure has been implemented and the benefits to the organization and the managers
- Initiates “off-line” discussions with one or two leaders in the region to better understand the deeper concerns of the team regarding the change
- Conducts a team meeting to present why the change is occurring and focuses on highlighting how the managers could benefit from the new procedure; addresses and attempts to mitigate the concerns

Ineffective Example:

- Presents the new procedure to the team without providing context as to why it was initiated
- Has an “It is what it is” mindset and does not help the team find a way to benefit from the change
- Over-identifies with the concerns of the team, sharing in their frustration; suggests that they just have to find a way to deal with it

Work Situation: The Company is launching a new product which has significant implications for the organizational structure, new messaging opportunities, partnerships with co-promotion accounts and goals/expectations. As an RSD, you have been receiving a heavy load of email and voicemail communications from various organizational functions updating you on the status of the launch and decisions that are made

Effective Example:

- Identifies which communications contain information that is relevant and important to the activities of the DM team
- Summarizes key take-aways from lengthy communications to draw DMs attention to the critical messages
- Makes sure emails/voicemails concisely convey the message and why it is important to the DM team to understand

Ineffective Example

- Forwards all relevant emails/voicemails to the DM team
- Sends lengthy emails and voicemails communicating all details associated with the topic, expecting the DMs to be able to draw relevant conclusions
- In emails/voicemails, tends to stick to scripted messages from the Home Office without sharing what it means for the DM team

Business Acumen

Competency Defined:

- Leverages knowledge of the industry, marketplace and customers to drive regional sales success
- Stays abreast of emerging customer needs and challenges
- Considers competitive environment when devising plans and creating strategies

Work Situation: The Region has many complex managed care issues that may impact your team

Effective Example:

- Leverages knowledge and understanding of various health care providers and organizations to educate the team on unique health care plan elements
- Develops geographic and differential strategies to address local, regional and national opportunities based on historical and developing trends

Ineffective Example:

- Relies on DM team to stay updated on new managed care challenges and opportunities impacting the region
- Incorporates one-size-fits approach without taking into account unique managed care situations in different districts

Work Situation: A new competitive drug is being introduced to the market

Effective Example:

- Researches competitor websites to stay up-to-date on the launch and market strategy for the product
- Gathers information from the field team regarding the “buzz” around the product prior to launch
- Works with managed care team to understand how the drug is being considered by managed care organizations
- Communicates relevant information to marketing regarding potential ways to differentiate the product in the marketplace
- Creates business strategies to limit the impact of the new drug and adjust strategy as new information emerges

Ineffective Example:

- Relies solely on information from the marketing team to learn about the competitive product
- Creates business strategies for the region after the new drug has been launched
- Reactive approach to protecting market share; focuses on areas only after share begins to drop

Strategic Approach

Competency Defined:

- Utilizes available information and data to make logical, practical decisions
- Considers the bigger picture implications of actions
- Looks beyond the here and now to anticipate future challenges
- Develops and communicates long-term strategies that will benefit the region and broader sales organization

Work Situation: Preparing to launch a new product

Effective Example:

- Analyzes marketplace to identify top potential physician practices before launch
- Works with the team to build a vision/strategy for creating early on success for the product
- Anticipates potential obstacles to success
- Aligns resources to address opportunities and avoid obstacles

Ineffective Example:

- Wait to see the initial responses to the product before identifying key targets that could help advocate for or generate energy around the product
- Tends to adjust strategy only after results are not forthcoming or the team is struggling to hit performance targets

Work Situation: Product is not attaining market share expectations in the region

Effective Example:

- Researches to identify competitors who are making in-roads in the market
- Leverages colleagues and Home Office personnel for ideas and possible solutions; seeks to learn from others who may have more experience effectively handling the situation
- Sets strategy to refocus teams' efforts to positively impact market share

Ineffective Example:

- Takes a more passive, "we are doing all we can do" approach; does little to investigate data sources or to identify specific reasons for the lagging performance
- Looks to come up with solutions in isolation; does not leverage resources or other valuable perspectives

Work Situation: Taking on a new region due to realignment

Effective Example:

- Uses t-rex, activity reports, sales trackers, turnover reports and field contact logs to conduct SWOT analysis of each district
- Finds commonalities in opportunities and challenges among the districts
- Works with the team to create a clear vision for the region

Ineffective Example:

- Implements the strategy used in prior region within the new area prior to reviewing data and reports
- Does not establish overarching strategy or mission for the region; treats each district as unique businesses

Leadership Profile Dimension Definitions

RESULTS

Results Orientation

Results Orientation – Actions reflect a competitive spirit and passion for raising the performance bar; sets and communicates clear goals and objectives for individuals and teams; sets stretch goals and works to achieve high standards of performance; views sales results as a primary measure of success.

Driving Accountability - Holds self accountable for performance and results; demonstrates a high level of personal motivation and commitment to achieve results; in tough situations, focuses on what can be controlled and looks for ways to positively impact outcomes regardless of obstacles; works with others to establish and reinforce realistic but challenging performance expectations and measures.

Decisiveness – Acts with a sense of urgency to make decisions and get things done; when faced with limited information or uncertainty, willing to make the necessary and appropriate “tough calls”.

Planning & Organization

Executing Priorities – Prioritizes work activities and projects according to business needs; communicates frequently with the team to ensure alignment on objectives and reinforce expectations; handles multiple and competing projects and priorities effectively; creates a clear line of sight for self and team between work activities and official goals.

Tactical Planning – Translates business goals and strategies into specific objectives and formal action plans; communicates clear action steps, timelines and accountabilities to aid implementation of initiatives; develops processes and reviews to ensure initiatives are achieved in a timely manner.

Resource Management – Monitors progress of projects and takes corrective action to ensure things stay on track; delegates work responsibilities to others to maximize team member strengths and provide development opportunities; allocates financial resources according to strategic priorities; empowers DMs to manage day-to-day operations.

PEOPLE

Coaching & Development

Coaching – Shows interest in team members’ career goals and on-going development and routinely works with individuals to build and implement a plan for personal growth; actively leverages opportunities to develop others by providing instruction and transferring skills; uses interactive dialogue to help others problem-solve and arrive at solutions; looks for special projects to help DMs grow and develop.

Providing Feedback – Provides others with specific and constructive feedback to enhance their skills; offers feedback that is timely, direct and balanced.

Motivating – Recognizes and celebrates individual and team achievements in performance both publicly and personally; adapts reward/recognition approach to effectively motivate each member of the team.

Individualized Focus – Accurately assesses the unique skills, strengths and development needs of each individual; customizes coaching and motivating activities to best support and engage the individual.

Working Relationships

Openness & Adaptability – Models an openness to change through words, actions and decisions; encourages an environment that is receptive to diverse opinions, ideas and styles; empowers others to act on ideas; encourages different ways of doing things to create or support new business opportunities; effectively leads others through changes driven by the organization and external environment.

Interpersonal Sensitivity - Demonstrates concern and support for the well-being of individuals and the team as a whole; shows sensitivity to the reactions and needs of others; demonstrates compassion for others when facing tough situations; respects the unique qualities of others and acts in a considerate manner.

Organizational Savvy - Networks with others to build relationships and garner needed support and resources; understands how to get things done both through formal channels and informal networks; effectively represents region in meetings with senior leadership and other organizational entities; understands relevant roles and responsibilities of others within the organization and how each business operation and function adds value to the company.

Collaboration - Proactively shares information, ideas and strategies with peers and cross-functional business partners; values the contribution of everyone in the group, regardless of their role; facilitates team problem-solving and decision making.

Communicating & Influencing

Listening - Remains engaged and attentive when others are speaking; asks probing and clarifying questions to ensure understanding; encourages others to express their views, even contrary ones.

Candor/Assertiveness - Speaks with impact and conviction; delivers objective observations that elicit a positive change; demonstrates the ability to appropriately challenge issues or push back when warranted by the situation; delivers tough messages in a clear, direct manner.

Influential Communication - Customizes messages to specific audiences and their needs; enlists others' support and commitment by focusing on shared values and goals and pointing out the win-win proposition; targets the "hot buttons" of the audience in communicating the benefits of the idea.

STRATEGY

Strategic Approach

Forward Thinking & Planning - Anticipates future obstacles and business opportunities and proactively takes action to address them; identifies potential problems or concerns based on knowledge of emerging business or industry trends; thinks beyond day-to-day activities in considering long-term issues and opportunities for the company.

Big Picture Perspective – Demonstrates an understanding of the macro issues impacting TPNA and the business; recognizes the broader implications of issues; keeps the big picture in mind when making decisions; takes a broader company perspective in identifying strategies for the region's success.

Analytical Thinking – Systematically analyzes data as input into strategy development; systematically breaks down problems into component parts to identify underlying relationships and issues; identifies and explores alternative solutions and effectively weighs the pros and cons of each; provides well thought-out arguments that are logical and data driven.