


## Supervisory Competencies

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- **Financial Acumen:** Interpreting and applying understanding of key financial indicators to make better business decisions.
  - **Business Insight:** Applying knowledge of business and the marketplace to advance the organization's goals.
  - **Manages Complexity:** Makes sense of complex, high quantity, and sometimes contradictory information to effectively solve problems.
  - **Decision Quality:** Making good and timely decisions that keep the organization moving forward.
  - **Cultivates Innovation:** Creating new and better ways for the organization to be successful.
  - **Strategic Mindset:** Seeing ahead to future possibilities and translating them into breakthrough strategies.
  - **Directs Work:** Providing direction, delegating, and removing obstacles to get work done.
  - **Plans & Aligns:** Planning and prioritizing work to meet commitments aligned with organizational goals.
  - **Optimizes Work Processes:** Knowing the most effective and efficient processes to get things done, with a focus on continuous improvement.
  - **Ensures Accountability:** Holding self and others accountable to meet commitments.
  - **Drives Results:** Consistently achieving results, event under tough circumstances.
  - **Manages Conflict:** Handling conflict situations effectively, with a minimum of noise.
  - **Builds Networks:** Effectively building formal and informal relationships networks inside and outside the organization.
  - **Collaborates:** Building partnerships and working collaboratively with others to meet shared objectives.
  - **Develops Talent:** Developing people to meet both their career goals and the organization's goals.

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- **Values Differences:** Recognizing the value that different perspectives and cultures bring to an organization.
  - **Builds Effective Teams:** Building strong-identity teams that apply their diverse skill and perspectives to achieve common goals.
  - **Communicates Effectively:** Developing and delivering multi-mode communications that convey a clear understanding of the unique needs of different audiences.
  - **Drives Engagement:** Creating a climate where people are motivated to do their best to help the organization achieve its objectives.
  - **Persuades:** Using compelling arguments to gain the support and commitment of others.
  - **Drives Vision and Purpose:** Painting a compelling picture of the vision and strategy that motivates others to action.
  - **Instills Trust:** Gaining the confidence and trust of others through honesty, integrity, and authenticity.
  - **Manages Ambiguity:** Operating effectively, even when things are not certain or the way forward is not clear.
  - **Situational Adaptability:** Adapting approach and demeanor in real time to match the shifting demands of different situations.
  - **Courage:** Stepping up to address difficult issues, saying what needs to be said.
  - **Self-Awareness:** Using a combination of feedback and reflection to gain productive insight into personal strengths and weaknesses.