

Encompass Compact

Competencies

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Demonstrates character and integrity

Follows rules	Willingly following laws, professional guidelines, company policies, and work rules when performing and directing others' work.	+ structure - flexibility
Holds self and others accountable	Taking responsibility and ownership for organizational, team and personal commitments including outcomes of incorrect decisions or mistakes; holding others accountable for results of assigned responsibilities.	+ drive + humility
Values and respects diversity	Reinforcing the value of diversity by promoting an inclusive work environment and ensuring diversity in team's composition and perspectives; putting processes and metrics in place to ensure a well-represented workforce.	+ cooperativeness + sensitivity + flexibility
Works dependably	Consistently showing up for work or appointments on time, having no unexcused absences, and giving enough notice before being late or absent.	+ drive + structure

Develops and retains talent

Coaches for performance	Providing clear and consistent feedback, encouragement and developmental guidance, and correcting individuals' performance based on clearly communicated objectives.	+ mastery + sensitivity + power
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Establishes direction and shared purpose		
Champions change	Demonstrating openness to and enthusiasm for new initiatives and process improvements, understanding resistance to change, and motivating others to participate and appropriately challenge the status quo.	+ flexibility + assertiveness + positivity
Fosters innovation	Generating, encouraging and implementing novel approaches and ideas which make the workplace better, support business growth, improve procedures, products or services, and support productive experimentation.	+ conceptual + flexibility
Generates visionary perspective	Designing both short-term and long-term organizational outcomes by anticipating and modelling future directions.	+ conceptual + flexibility
Provides direction	Creating structure and generating clear goals to enable a team to accomplish its objectives and helping the work group or team analyze its effectiveness.	+ assertiveness + power + structure
Interacts effectively with others		
Adapts to individual differences	Modifying one's own behavior and approaches based on an understanding of and sensitivity to differences in personality, culture, background, generation or other demographics.	+ flexibility + cooperativeness + sensitivity
Builds relationships	Establishing open and trusting relationships, treating all individuals fairly and with respect, and developing a climate where individuals are committed to sharing information.	+ liveliness + cooperativeness + sensitivity
Collaborates	Willingly working with others towards common goals, understanding the responsibilities, activities and ways to foster business interrelationships.	+ cooperativeness - power

Communicates with impact	Engaging the audience in a compelling manner, clearly conveying points in group and one-to-one settings, and demonstrating a clear understanding of audience needs and the objectives of the presentation.	+ liveliness + awareness
Displays transparency and candor	Demonstrating authenticity, sincerity, honesty, and openness in all interactions with others.	+ cooperativeness + humility
Influences others	Impacting through words and actions the perspective, attitudes and behaviors of others.	+ assertiveness + power
Leverages networks	Building, maintaining, and leveraging contacts both within and outside the organization to gather critical information and influence key decisions.	+ liveliness + power
Resolves conflicts	Understanding others' points of view, analyzing all viewpoints objectively, avoiding assigning blame, and settling disagreements between internal or external parties while looking for win-win solutions.	+ flexibility + cooperativeness + sensitivity
Learns, retains and applies knowledge to make sound judgment		
Develops business opportunities	Recognizing business opportunities in a variety of situations and interacts as well as seeking out, making and closing sales.	+ drive + liveliness + ambition + assertiveness
Generates solutions	Identifying problems, critically reviewing facts, recognizing the root causes, and providing multiple, practical and sound solutions.	+ conceptual + flexibility
Maintains industry awareness	Staying current on industry and technical developments and understanding the competitive and economic environment in which the organization operates.	+ mastery + ambition

Makes sound decisions	Managing complexity by making decisions based on logical assumptions, relevant facts, examination of alternatives and consideration of available resources, responding decisively in critical situations, and avoiding both impulsiveness and indecision.	+ structure + composure
Thinks systemically	Recognizing the complex interrelationships among business activities and understanding the "big picture" of how decisions impact the overall business, other units, outcomes or processes.	+ conceptual + structure
Manages business accounts and relationships		
Establishes and maintains rapport	Making a connection with customers, clients, and guests, projecting a friendly, supportive tone, and maintaining rapport by validating the feelings and situations of others.	+ liveliness + cooperativeness + sensitivity
Manages self		
Behaves flexibly	Knowing when to depart from traditional methods or behaviors or when to compromise for the sake of organizational accomplishment; adapting quickly and effectively when situational constraints require new or different approaches.	+ flexibility - structure
Demonstrates resilience	Overcoming obstacles and challenges by demonstrating an optimistic demeanor and effectively handling rejection and disappointment.	+ drive + positivity + composure
Develops oneself	Continually seeking to improve oneself, seeking, accepting and using constructive criticism as well as reflecting on job experiences to identify new developmental opportunities.	+ mastery + awareness
Manages pressure	Thinking clearly, responding calmly, retaining focus even in challenging situations, uncomfortable interactions, tight timeframes and with heavy workloads, and serving as a role model for others to handle stress effectively.	+ composure + positivity

Works productively and drives results		
Attends to critical detail	Attending to all aspects of work processes to assure quality, accuracy, and completeness.	+ structure
Demonstrates resourcefulness	Quickly dealing with problems or issues when they arise; working with others to get help or resources as needed.	+ drive + flexibility
Drives results	Achieving high levels of productivity through personal effort, taking responsibility to ensure tasks are completed on time and with high quality, striving to obtain a challenging goal, and showing a strong drive to follow through with and complete what was started.	+ drive + ambition