



# Enterprise Competency Model

*Individual Contributor, Manager and Leader Behavioral Competencies*

# Competency Model

INDIVIDUAL CONTRIBUTOR
<ul style="list-style-type: none"> <li>• Managing Work</li> <li>• Innovation</li> <li>• Contributing to Team Success</li> <li>• Work Standards</li> <li>• Communication</li> <li>• Stress Tolerance</li> <li>• Initiating Action</li> <li>• Continuous Learning</li> </ul> <p><b>Core Competency</b></p> <ul style="list-style-type: none"> <li>• Safety Awareness</li> <li>• Collaboration</li> <li>• Building Trust</li> <li>• Customer Focus</li> <li>• Adaptability</li> <li>• Integrity/Ethics</li> </ul>

MANAGER
<ul style="list-style-type: none"> <li>• Planning &amp; Organizing</li> <li>• Driving for Results</li> <li>• Leading Through Values &amp; Vision</li> <li>• Facilitating Change</li> <li>• Business Acumen</li> <li>• Decision Making</li> <li>• Building Partnerships</li> <li>• Aligning Performance for Success</li> <li>• Coaching</li> <li>• Communication</li> </ul> <p><b>Core Competency</b></p> <ul style="list-style-type: none"> <li>• Safety Awareness</li> <li>• Collaboration</li> <li>• Building Trust</li> <li>• Customer Focus</li> <li>• Adaptability</li> <li>• Integrity/Ethics</li> </ul>

LEADER
<ul style="list-style-type: none"> <li>• Operational Decision Making</li> <li>• Cultivating Networks</li> <li>• Business Savvy</li> <li>• Leading Change</li> <li>• Compelling Communication</li> <li>• Financial Acumen</li> <li>• Selling the Vision</li> <li>• Global Acumen</li> <li>• Building Organizational Talent</li> <li>• Establishing Strategic Direction</li> </ul> <p><b>Core Competency</b></p> <ul style="list-style-type: none"> <li>• Safety/HSE Focus</li> <li>• Collaboration</li> <li>• Building Trust</li> <li>• Customer Focus</li> <li>• Adaptability</li> <li>• Integrity/Ethics</li> </ul>

# Competency Library

<p><b>Adaptability</b> - Maintaining effectiveness when experiencing major changes in work responsibilities or environment; adjusting effectively to work within new work structures, processes, requirements, or cultures</p> <p><b>Aligning Performance for Success</b> - Focusing &amp; guiding others in accomplishing work objectives</p> <p><b>Building Organizational Talent</b> - Establishing systems &amp; processes to attract, develop, engage, &amp; retain talented individuals; creating a work environment where people can realize their full potential, thus allowing the organization to meet current &amp; future business challenges</p> <p><b>Building Partnerships</b> - Identifying opportunities &amp; taking action to build strategic relationships between one's area &amp; other areas, teams, departments, units, or organizations to help achieve business goals</p> <p><b>Building Trust</b> - Interacting with others in a way that gives them confidence in one's intentions &amp; those of the organization</p> <p><b>Business Acumen</b> - Using economic, financial, market, &amp; industry data to understand &amp; improve business results; using one's understanding of major business functions, industry trends, &amp; own organization's position to contribute to effective business strategies &amp; tactics</p> <p><b>Business Savvy</b> - Demonstrates a keen understanding of business operations and the organizational levers (systems, processes, departments, functions) that drive profitable growth; draws from personal experience to quickly evaluate business plans &amp; processes to identify data or recommendations that need further investigation</p> <p><b>Coaching</b> - Providing timely guidance &amp; feedback to help others strengthen specific knowledge/skill areas needed to accomplish a task or solve a problem</p>	<p><b>Collaboration</b> - Working effectively &amp; cooperatively with others; establishing &amp; maintaining good working relationships</p> <p><b>Continuous Learning</b> - Actively identifying new areas for learning; regularly creating &amp; taking advantage of learning opportunities; using newly gained knowledge &amp; skill on the job &amp; learning through their application</p> <p><b>Communication</b> - Clearly conveying information &amp; ideas through a variety of media to individuals or groups in a manner that engages the audience &amp; helps them understand &amp; retain the message</p> <p><b>Compelling Communication</b> - Clearly and succinctly conveying information and ideas to individuals and groups; communicating in a focused and compelling way that captures and holds others' attention</p> <p><b>Contributing to Team Success</b> - Actively participating as a member of a team to move the team toward the completion of goals</p> <p><b>Cultivating Networks</b> - Initiating &amp; maintaining strategic relationships with stakeholders inside &amp; outside the organization (e.g., customers, peers, cross-functional partners, external vendors, &amp; alliance partners) to advance business goals</p> <p><b>Customer Focus</b> - Ensuring that the customer perspective is a driving force behind business decisions &amp; activities; crafting &amp; implementing service practices that meet customers' needs &amp; own organization's needs</p> <p><b>Decision Making</b> - Identifying &amp; understanding issues, problems &amp; opportunities; comparing data from different sources to draw conclusions; using effective approaches for choosing a course of action or developing appropriate solutions; taking action that is consistent with available facts, constraints, &amp; probable consequences</p>	<p><b>Driving for Results</b> - Setting high goals for personal &amp; group accomplishment; using measurement methods to monitor progress toward goals; tenaciously working to meet or exceed goals while deriving satisfaction from that achievement &amp; continuous improvement</p> <p><b>Establishing Strategic Direction</b> - Establishing &amp; committing to long-term business direction based on an analysis of systemic information &amp; consideration of resources, market drivers, &amp; organizational values</p> <p><b>Facilitating Change</b> - Encouraging others to seek opportunities for different &amp; innovative approaches to addressing problems &amp; opportunities; facilitating the implementation &amp; acceptance of change within the workplace</p> <p><b>Financial Acumen</b> - Utilizing financial data to diagnose business strengths &amp; weaknesses &amp; identify the implications for potential strategies; keeping a financial perspective in the forefront when making strategic decisions</p> <p><b>Global Acumen</b> - Demonstrating an understanding of the competitive global business environment as well as an awareness of economic, social &amp; political trends that impact the organization's global strategy</p> <p><b>Initiating Action</b> - Taking prompt action to accomplish objectives; taking action to achieve goals beyond what is required; being proactive</p> <p><b>Innovation</b> - Generate innovative solutions in work situations; trying different &amp; novel ways to deal with work problems &amp; opportunities</p> <p><b>Integrity/Ethics</b> - Gaining other people's trust by demonstrating openness and honesty; behaving consistently, accountable for actions &amp; acting in accordance with moral, ethical, professional &amp; organizational guidelines; maintaining confidentiality; supporting company values; conveying good news and bad</p>	<p><b>Leading Change</b> - Identifying &amp; driving organizational &amp; cultural changes needed to adapt strategically to changing market demands, technology, &amp; internal initiatives; catalyzing new approaches to improve results by transforming organizational culture, systems, or products/services</p> <p><b>Leading Through Values &amp; Vision</b> - Keeping the organization's vision &amp; values at the forefront of associated decision making &amp; action</p> <p><b>Managing Work</b> - Effectively managing one's time &amp; resources to ensure that work is completed efficiently</p> <p><b>Operational Decision Making</b> - Securing &amp; comparing information from multiple sources to identify business issues; committing to an action after weighing alternative solutions against important decision criteria</p> <p><b>Planning &amp; Organizing</b> - Establishing courses of action for self &amp; others to ensure that work is completed efficiently</p> <p><b>Safety Awareness</b> - Identifying &amp; correcting conditions that affect employee safety; upholding safety standards</p> <p><b>Safety/HSE Focus</b> - Embodying safety-first values in all that is said or done, combined with Pride's stewardship of assets, as if they were one's own</p> <p><b>Selling the Vision</b> - Vividly communicating a competing view of the future state in a way that helps others understand &amp; feel how business outcomes will be different when the vision &amp; values become a reality</p> <p><b>Stress Tolerance</b> - Maintaining stable performance under pressure or opposition (such as time pressure or job ambiguity); handling stress in a manner that is acceptable to others &amp; to the organization</p> <p><b>Work Standards</b> - Setting high standards of performance for self &amp; others; assuming responsibility &amp; accountability for successfully completing assignments or tasks; self-imposing standards of excellence rather than having standards imposed</p>
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