

	Senior level	Mid-career level	Entry level
<b>Leadership and the big picture</b>	Strategic thinking	Assess and mitigate risks; adjusts plans and priorities as needed	Considers competitive environment; drive the creation of well thought-out plans and timelines to reach goals
	Decision making	Incorporates different, and often conflicting sets of information, to reach decision	Integrates logic, intuition, and sound judgment to analyze information to identify opportunities
	Supporting vision	Drive organizational change	Support strategic direction, vision and mission; clearly communicate vision, mission and values
	Innovation	Champion new ideas and initiatives; question status quo	Continuously initiate processes improvement; develop new insights into situations
	Initiative	Easily identify opportunities and solutions and solve problems	Proactive approach
<b>Working with others</b>	Team building	Encourage cooperation and teamwork, build partnerships; build trust, respect, and commitment	Lead a team; consider and respond appropriately to the needs and feelings of different audiences and situations
	Developing others	Foster a culture of learning and development	Engage, motivate ,coach, and develop individuals
	Support work performance	Align people, work, and systems with the strategic direction	Effectively assign projects and tasks to various team members; ensure people have the resources they need to meet objectives
	Relationship building	Build and cultivate high-level strategic relationships with various stakeholders	Build relationships that enhance individual and team performance to support goals
	Value diversity	Promote equitable, fair treatment and opportunity; grow diversity of teams	Adapt behavior and leadership style to engage individuals involved
<b>Getting it done</b>	Communication	Encourage transparency and the sharing of opinions	Become an effective listener
	Planning and organizing	Convey sense of urgency when needed	Create plans, set priorities, monitor outcomes and deliverables
	Project management	Overseeing large and complex projects; prioritizing	Achieving proficiency with project management skills and teaching skills to others
	Adaptability	Persistent; anticipate changes, recover quickly from setbacks, and learn from mistakes	Adapt to changing circumstances
			Formulate goals and priorities for tasks at hand
			Seek input from supervisors
			Support strategic direction
			Invited to test new ideas
			Adopt proactive approach to addressing and/or solving issues
			Participate on a team as a member or participant
			Support colleagues and peer mentor
			Seek to understand and meet role expectations
			Start to build relationship through trust
			Value diverse approaches to work, abilities, perspectives, experiences, and backgrounds
			Communicate clearly, concisely and timely with different audiences
			Plan owns work effectively
			Learning project management skills
			Resilient under pressure