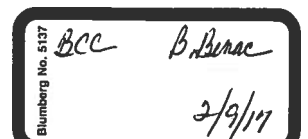


Executive Director Tampa Bay Regional Planning Council *Draft Selection Plan*

Below is a high level summary of the steps in the selection plan for the hiring of the Executive Director for the Tampa Bay Regional Planning Council. Details on each step, decision points, and a draft time line are contained on the following pages.

Summary

1. Build candidate profile
2. Construct ad and application
3. Determine ad placement and advertise in selected locations
4. Review and evaluate applications
5. Determine 6 - 8 semi-finalists
6. Interview semi-finalists by phone and determine 2 - 3 finalists
7. In-person interviews with finalists
8. Select proposed Executive Director
9. Proposed Executive Director submitted to the TBRPC for approval



Detailed Selection Plan and Decision Points

1. Build Candidate Profile

There is an adage of “to get what you want, you have to know what you are looking for” and it holds true in the arena of recruitment, selection and hiring. To inform our process we will build a candidate profile which describes what you are looking for in the next Executive Director of the TBRPC. In this profile we will be specific about the skills and competencies that you seek. We will use the Leadership Architect to assist you, individually and collectively, in identifying and prioritizing the competencies you want. (Information on the Leadership Architect is attached.) This information will be added to the education, training, and experience requirements to create a complete profile. This profile will then be used to inform our advertising, application, review and interview processes.

2. Construct ad and application

Ad: a preliminary draft ad appears below. This ad may be edited in accordance with the profile constructed and/or your wishes.

Executive Director Tampa Bay Regional Planning Council
Hiring Range: \$120,000 - \$140,000

The TBRPC is an association of local governments and gubernatorial appointees that brings governments together to coordinate planning for the community's future and provide an opportunity for sharing solutions among 43 jurisdictions in the Tampa Bay region. The TBRPC is seeking a dynamic individual with excellent leadership skills to manage the Council's programs, projects and budgets. The Executive Director must be able to think progressively, build consensus, and maintain collaborative relationships while addressing regional issues. Must also be an effective networker who serves as an advocate of the Council's vision and successes. The ideal candidate will possess a Master's degree in Public Administration, Urban and Regional Planning or closely related field and 10 years of experience in intergovernmental coordination with substantial management and professional planning experience. Executive management experience is highly desirable. Experience with local governments is preferred. Application required. Apply by 7/31/2015. Application and additional information available at http://www.tbrpc.org/about_us/employment.shtml. EOE/ADA

Decision Point: What edits do you have for the ad?

Application: to assist in overcoming some of the shortcomings of resumes, we will be using a custom application form. The application form will contain the standard inquiries about education and experience but will also contain 3 - 5 specific questions related to this position. In addition to other benefits, this allows the application form to serve as a “written interview” and allows us to do a better job in screening the applicant pool down to those who should be invited to participate in the first round of interviews. A preliminary draft of application form is attached. In the draft there are placeholders for the questions we will be asking. Examples of questions that could be asked include:

- Indicate the number of years of experience you have in the development, implementation and management of urban and regional planning programs, including land use, transportation, natural resources, and emergency management planning. Briefly describe your experience and indicate the level at which you were performing.
- Describe your experience in the development, implementation and administration of operating and project/program budgets. Please be specific about your role. Include dollar amount of budget(s).
- Describe your experience in development and/or administration of contracts especially as related to services contracts. Include types and dollar values of contracts. Please be specific about your role.
- Describe your work style. How do you apply this style to motivate your team? Please provide specific examples.
- Describe your experience in preparing and presenting recommendations to elected officials, citizens or similarly situated groups. Please include information on your public speaking experience.
- Provide an example of a time when you used collaboration with your peers to achieve consensus on a cross-agency issue. How were you able to influence without authority?
- The Tampa Bay Regional Planning Council includes 43 jurisdictions and its programs require participation/support/buy in across multiple jurisdictions. Describe any experience you have that would relate to a similar intergovernmental system and how you worked in that environment.

Decision Point: What questions would you like to include in the application form?

The ad, application and a document containing the candidate profile and additional information about the position will be posted on the TBRPC website.

3. Determine ad placement and advertise in selected locations

Information about potential advertising sites and costs appears in the table on the following page.

Possible Advertising Sites	
Site Information	Costs
American Planning Association 4 weeks online placement	\$250
Florida American Planning Association Up to 100 words = \$100, \$10 for each additional 1 - 10 words, 30 days	\$100
National Association of Regional Councils NARC members may post at no cost	\$0
Linkedin	\$299
National Forum for Black Public Administrators 30 day posting	\$350
Florida City County Management Association	\$0
Florida Association of Counties	\$75
Florida League of Cities	\$0
MPOAC	\$0
Other Possible Sites	
International City/County Management Association	\$450
National League of Cities	\$250 M (\$350 NM)
National Association of Counties	\$400 M (\$600 NM)
Saludos.com 30 day job posting (Hispanic bilingual professionals)	\$129

Decision Point: Where would you like to advertise?

Ads will be placed on July 1 and 2nd to begin running as soon as possible. Possible close out dates for the recruitment (deadlines for applying) include:

- Friday, July 31, 2015, close of business.
- Monday, August 3, 2015, 12:00 noon
- Friday, August 7, 2015, close of business

Decision Point: When would you like to close the recruitment?

4. Review and evaluate applications

The Pinellas County Human Resources Department will review all materials submitted by applicants. They will create a summary document outlining the qualifications of the applicants and will identify each applicant as falling into one of three categories: well qualified, qualified, and less qualified. This review will be done giving all due consideration to the candidate profile.

All applicant materials and the summary document will be provided to the members of the Executive Budget Committee. Each Committee member will review the materials to determine the 5 - 6 individuals he/she believes should be interviewed in the first round. It is anticipated that the materials will be delivered to the Committee members via thumb drive approximately one week following the close out of the recruitment.

Decision Point: Will the full 13 member Executive Budget Committee be participating or will an Executive Search Committee be designated?

5. Determine 6 - 8 semi-finalists

The 6 - 8 candidates who will be interviewed in the first round will be determined. This determination will be made in a public meeting of the Executive Budget Committee/Executive Search Committee. Prior to the meeting, each member of the committee will send the names of the 5 (or 6) individuals he/she believes should be invited to participate in the first round interviews. These will be tallied and serve as the starting point for the discussion at the meeting. Meetings of this sort typically last approximately one hour or less.

Semi-finalists are invited to participate in the interviews and non-selected candidates are notified of their non-selection.

6. Interview semi-finalists by phone and determine 2 - 3 finalists

This first round of interviews will be done via conference phone call (or Skype). This will be a structured interview with a prepared list of questions. Questions used in the interview will be predetermined and will be centered around the candidate profile and the wishes of the Committee. Each interview will last approximately 50 minutes. Given the number of candidates, this will require one full day of advertising or two half days (with a preference for one full day).

Following the interviews, a discussion will be had to narrow the field to the 2 - 3 finalists who will be invited to participate in the final round of interviews.

Decision Point: Will the full 13 member Executive Budget Committee be participating or will an Executive Search Committee be designated?

Decision Point: Hold interviews on one full-day or on two half-days?

Finalists will be invited to participate in an in-person interview with the full Executive Budget Committee and non-selected candidates are informed of their non-selection. In the time leading up to the final interviews detailed reference checks will be conducted on each finalists. The information received will be consolidated and provided to the Committee members for their consideration.

8. In-person interviews with finalists

In-person interviews will be held with the full Executive Budget Committee with the goal of selecting the individual who will be recommended to the full Tampa Bay Regional Planning Council Policy Board for hire as the next Executive Director. Again this will be a structured interview prepared in advance with input from the Committee.

In addition to the interview with the Committee, you may consider adding one or more of these additional activities:

- One-on-one interviews with each Executive Budget Committee member (short interviews, approximately 20 - 30 minutes).
- Stakeholder interview panel - selected stakeholders would participate in a structured interview and provide feedback to the Executive Committee before they make their determination of the new Director. (Examples of Stakeholders: other members of the TBRPC, staff of the TBRPC, other interested parties, etc.)
- Meet-and-Greet/Reception - opportunity for other members of the TBRPC, TBRPC staff, and interested members of the public to meet and interact with the finalists.
- Writing exercise - candidates are given a related issue or topic on which to provide a recommendation or action plan. Requires approximately one hour of candidate time.
- Presentation exercise - candidates are given a topic and time to prepare a 5 - 10 minute presentation to the Committee. Sometimes the topic is provided in advance (example: what is your vision for the organization for the next 3 years and how will you make this happen?), sometimes it is impromptu (they are given 10 - 15 minutes to prepare the presentation), and sometimes it is a presentation that they make based on the recommendation they prepared in the writing exercise mentioned above.

Decision Point: Do you wish to use any additional activities?

8. Select proposed Executive Director

Following the interviews and any other activities, the Executive Committee will discuss and make a determination as to which finalist will be recommended to the full TBRPC as the next Executive Director.

9. Proposed Executive Director submitted to the TBRPC for approval.

St. Pete Beach City City Manager Profile

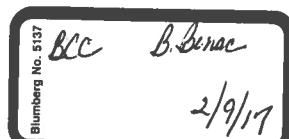
DRAFT

Our next City Manager will be an individual with the highest of ethical standards and great integrity. He/she must be a person with strong management, operations, communications and administrative skills. The City Manager must be approachable and possess the communications and interpersonal skills to work with an active citizenry, elected officials, and professional colleagues. He/she must be team leader, negotiator, and consensus-builder who can motivate others to accomplish current and future goals. It is worth noting that business owners and residents strongly agreed that approachability, negotiating skills, and integrity are of critical importance to them in the next City Manager.

The successful candidate must possess a minimum of a Bachelor's degree with an advanced degree preferred. He/she must have 5 to 8 years of progressively responsible experience in administration and the management of people and resources. Experience or working knowledge of public sector environments is desired. He/she must have experience managing a large, complex budget including experience with capital improvement projects. Knowledge of public revenue streams and funds is desirable. Experience in a resort or tourism community would be beneficial and coastal experience a bonus. An understanding of economic development and redevelopment is also preferred.

St. Pete Beach highly values leadership and the full array of leadership competencies is desirable. However the City Commission, with input from business owners, residents and employees, has identified the following competencies as most desirable:

- **Ethics and Values** - adheres to an appropriate (for the setting) and effective set of core values and beliefs during both good and bad times; acts in line with those values; rewards the right values and disapproves of others; practices what he/she preaches.
- **Integrity and Trust** - is widely trusted; is seen as a direct, truthful individual; can present the unvarnished truth in an appropriate and helpful manner; keeps confidences; admits mistakes; doesn't misrepresent him/herself for personal gain.
- **Managing Vision and Purpose** - communicates a compelling and inspired vision or sense of core purpose; talks beyond today; talks about possibilities; is optimistic; creates mileposts and symbols to rally support behind the vision; makes the vision sharable by everyone; can inspire and motivate entire units or organizations.
- **Directing Others** - is good at establishing clear directions; sets stretching objectives; distributes the workload appropriately; lays out work in a well-planned and organized manner; maintains two-way dialogue with others on work and results; brings out the best in people; is a clear communicator.
- **Negotiating** - can negotiate skillfully in tough situations with both internal and external groups; can settle differences with minimum noise; can win concessions without damaging relationships; can be both direct and forceful as well as diplomatic; gains trust quickly of other parties to the negotiations; has a good sense of timing.
- **Approachability** - Is easy to approach and talk to; spends the extra effort to put others at ease; can be warm, pleasant, and gracious; is sensitive to and patient with the interpersonal anxieties of others; builds rapport well; is a good listener; is an early knower, getting informal and incomplete information in time do something about it.



- **Planning** - accurately scopes out length and difficulty of tasks and projects; sets objectives and goals; breaks down work into the process steps; develops schedules and tasks/people assignments; anticipates and adjusts for problems and roadblocks; measures performance against goals; evaluates results.
- **Conflict Management** - steps up to conflicts, seeing them as opportunities; reads situations quickly; good at focused listening; can hammer out tough agreements and settle disputes equitably; can find common ground and get cooperation with minimum noise.
- **Business Acumen** - knows how businesses work; knowledgeable in current and possible future policies, practices, trends, technology, and information affecting his/her business and organization; knows the competition; is aware of how strategies and tactics work in the marketplace.
- **Decision Quality** - makes good decisions (without considering how much time it takes) based upon a mixture of analysis, wisdom, experience, and judgment; most of his/her solutions and suggestions turn out to be correct and accurate when judged over time; sought out by others for advice and solutions.
- **Organizing** - can marshal resources (people, funding, material, support) to get things done, can orchestrate multiple activities at once to accomplish a goal; uses resources effectively and efficiently; arranges information and files in a useful manner.
- **Politically Savvy** - can maneuver through complex political situations effectively and quietly; is sensitive to how people and organizations function; anticipates where the land mines are and plans his/her approach accordingly; views corporate politics as a necessary part of organizational life and works to adjust to that reality; is a maze-bright person.
- **Customer Focus** - is dedicated to meeting the expectations and requirements of internal and external customers; gets first-hand customer information and uses it for improvements in products and services; acts with customers in mind; establishes and maintains effective relationships with customers and gains their trust and respect.

Lominger Leadership Architect

Lominger was founded in 1991 by Michael M. Lombardo, Ed.D. and Robert W. Eichinger, Ph.D. Lombardo was Director of Research at the Center for Creative Leadership for 15 years and over saw the most exhaustive research ever conducted on leadership success. Eichinger served as head of O.D. for Pepsi and was a successful international consultant. Their vision was to turn the extensive research conducted at CCL into a suite of HR tools which they've done. Among the tools are the sort cards which facilitate the identification of critical competencies required for successful performance and interviewing tools built around the competencies.

Lominger's range of products and services, known as the Leadership Architect® Suite, are research-based, experience-tested, and internationally recognized tools that can be customized to fit any organization's culture or operating style. In August 2006, Lominger joined the Korn Ferry family of companies.

Lominger's products and services include a competency library, a research-based foundation for job profiling, competency modeling, interviewing tools, assessment, strategic planning and alignment, performance management, team building, change management, feedback systems, coaching, development, engagement, compensation, succession management, and high potential identification and development. The company also provides sort cards, research and interpretation placemats, translator software, intellectual property licenses, and books on development for individuals, teams, and organizations. Lominger has fully staffed research and intellectual property development groups.

Lominger is part of Korn Ferry Leadership and Talent Consulting, offering consulting resources and associates, events and certifications, such as conferences and presentations, certification courses, Webcasts, and user groups. Lominger has formed strategic alliances with several technology and thought leadership partners.

Lominger Competency List

#	Competency	Skilled Definition
1	Action Oriented	Enjoys working hard; is action oriented and full of energy for the things he/she sees as challenging; not fearful of acting with a minimum of planning; seizes more opportunities than others.
2	Dealing with Ambiguity	Can effectively cope with change; can shift gears comfortably; can decide and act without having the total picture; isn't upset when things are up in the air; doesn't have to finish things before moving on; can comfortably handle risk and uncertainty.
3	Approachability	Is easy to approach and talk to; spends the extra effort to put others at ease; can be warm, pleasant, and gracious; is sensitive to and patient with the interpersonal anxieties of others; builds rapport well; is a good listener; is an early knower, getting informal and incomplete information in time to do something about it.
4	Boss Relationships	Responds and listens well to bosses; would work harder for a good boss; is open to learning from bosses who are good coaches and who provide latitude; likes to learn from those who have been there before; easy to challenge and develop; is comfortably coachable.
5	Business Acumen	Knows how businesses work; knowledgeable in current and possible future policies, practices, trends, technology, and information affecting his/her business and organization; knows the competition; is aware of how strategies and tactics work in the marketplace.
6	Career Ambition	Knows what he/she wants from a career and actively works on it; is career knowledgeable; makes things happen for self; markets self for opportunities; doesn't wait for others to open doors.
7	Caring About Direct Reports	Is interested in the work and non-work lives of direct reports; asks about their plans, problems, and desires; knows about their concerns and questions; is available for listening to personal problems; monitors workloads and appreciates extra effort.
8	Comfort Around Higher Management	Can deal comfortably with more senior managers; can present to more senior managers without undue tension and nervousness; understands how senior managers think and work; can determine the best way to get things done with them by talking their language and responding to their needs; can craft approaches likely to be seen as appropriate and positive.
9	Command Skills	Relishes leading; takes unpopular stands if necessary; encourages direct and tough debate but isn't afraid to end it and move on; is looked to for direction in a crisis; faces adversity head on; energized by tough challenges.
10	Compassion	Genuinely cares about people; is concerned about their work and non-work problems; is available and ready to help; is sympathetic to the plight of others not as fortunate; demonstrates real empathy with the joys and pains of others.
11	Composure	Is cool under pressure; does not become defensive or irritated when times are tough; is considered mature; can be counted on to hold things together during tough times; can handle stress; is not knocked off balance by the unexpected; doesn't show frustration when resisted or blocked; is a settling influence in a crisis.
12	Conflict Management	Steps up to conflicts, seeing them as opportunities; reads situations quickly; good at focused listening; can hammer out tough agreements and settle disputes equitably; can find common ground and get cooperation with minimum noise.
13	Confronting Direct Reports	Deals with problem direct reports firmly and in a timely manner; doesn't allow problems to fester; regularly reviews performance and holds timely discussions; can make negative decisions when all other efforts fail; deals effectively with troublemakers.
14	Creativity	Comes up with a lot of new and unique ideas; easily makes connections among previously unrelated notions; tends to be seen as original and value-added in brainstorming settings.
15	Customer Focus	Is dedicated to meeting the expectations and requirements of internal and external customers; gets first-hand customer information and uses it for improvements in products and services; acts with customers in mind; establishes and maintains effective relationships with customers and gains their trust and respect.
16	Timely Decision Making	Makes decisions in a timely manner, sometimes with incomplete information and under tight deadlines and pressure; able to make a quick decision.
17	Decision Quality	Makes good decisions (without considering how much time it takes) based upon a mixture of analysis, wisdom, experience, and judgment; most of his/her solutions and suggestions turn out to be correct and accurate when judged over time; sought out by others for advice and solutions.
18	Delegation	Clearly and comfortably delegates both routine and important tasks and decisions; broadly shares both responsibility and accountability; tends to trust people to perform; lets direct reports and others finish their own work.

Lominger Competency List

#	Competency	Skilled Definition
19	Develop Direct Reports and Others	Provides challenging and stretching tasks and assignments; holds frequent development discussions; is aware of each person's career goals; constructs compelling development plans and executes them; pushes people to accept developmental moves; will take on those who need help and further development; cooperates with the developmental system in the organization; is a people builder.
20	Directing Others	Is good at establishing clear directions; sets stretching objectives; distributes the workload appropriately; lays out work in a well-planned and organized manner; maintains two-way dialogue with others on work and results; brings out the best in people; is a clear communicator.
21	Managing Diversity	Manages all kinds and classes of people equitably; deals effectively with all races, nationalities, cultures, disabilities, ages and both sexes; hires variety and diversity without regard to class; supports equal and fair treatment and opportunity for all.
22	Ethics and Values	Adheres to an appropriate (for the setting) and effective set of core values and beliefs during both good and bad times; acts in line with those values; rewards the right values and disapproves of others; practices what he/she preaches.
23	Fairness to Direct Reports	Treats direct reports equitably; acts fairly; has candid discussions; doesn't have hidden agenda; doesn't give preferential treatment.
24	Functional/Technical Skills	Has the functional and technical knowledge and skills to do the job at a high level of accomplishment.
25	Hiring and Staffing	Has a nose for talent; hires the best people available from inside or outside; is not afraid of selecting strong people; assembles talented staffs.
26	Humor	Has a positive and constructive sense of humor; can laugh at him/herself with others; is appropriately funny and can use humor to ease tension.
27	Informing	Provides the information people need to know to do their jobs and to feel good about being a member of team, unit, and/or the organization; provides individuals information so that they can make decisions; is timely with information.
28	Innovation Management	Is good at bringing the creative ideas of others to market; has good judgment about which creative ideas and suggestions will work; has a sense about managing the creative process of others; can facilitate effective brainstorming; can project how potential ideas may play out in the marketplace.
29	Integrity and Trust	Is widely trusted; is seen as a direct, truthful individual; can present the unvarnished truth in an appropriate and helpful manner; keeps confidences; admits mistakes; doesn't misrepresent him/herself for personal gain.
30	Intellectual Horsepower	Is bright and intelligent; deals with concepts and complexity comfortably; described as intellectually sharp, capable, and agile.
31	Interpersonal Savvy	Relates well to all kinds of people - up, down, and sideways, inside and outside of the organization; builds appropriate rapport; builds constructive and effective relationships; uses diplomacy and tact; can defuse even high-tension situations comfortably.
32	Learning on the Fly	Learns quickly when facing new problems; a relentless and versatile learner; open to change; analyzes both successes and failures for clues to improvement; experiments and will try anything to find solutions; enjoys the challenge of unfamiliar tasks; quickly grasps the essence and the underlying structure of anything.
33	Listening	Practices attentive and active listening; has the patience to hear people out; can accurately restate the opinions of others even when he/she disagrees.
34	Managerial Courage	Doesn't hold back anything that needs to be said; provides current, direct, complete, and "actionable" positive and corrective feedback to others; lets people know where they stand; faces up to people problems on any person or situation (not including direct reports) quickly and directly; is not afraid to take negative action when necessary.
35	Managing and Measuring Work	Clearly assigns responsibility for tasks and decisions; sets clear objectives and measures; monitors process, progress, and results; designs feedback loops into work.
36	Motivating Others	Creates a climate in which people want to do their best; can motivate many kinds of direct reports and team or project members; can assess each person's hot button and use it to get the best out of him/her; pushes tasks and decisions down; empowers others; invites input from each person and shares ownership and visibility; makes each individual feel his/her work is important; is someone people like working for and with.
37	Negotiating	Can negotiate skillfully in tough situations with both internal and external groups; can settle differences with minimum noise; can win concessions without damaging relationships; can be both direct and forceful as well as diplomatic; gains trust quickly of other parties to the negotiations; has a good sense of timing.

Lominger Competency List

#	Competency	Skilled Definition
38	Organizational Agility	Knowledgeable about how organizations work; knows how to get things done both through formal channels and the informal network; understands the origin and reasoning behind key policies, practices, and procedures; understands the cultures or organizations.
39	Organizing	Can marshal resources (people, funding, material, support) to get things done' can orchestrate multiple activities at once to accomplish a goal; uses resources effectively and efficiently; arranges information and files in a useful manner.
40	Dealing with Paradox	Can act in ways that seem contradictory; is very flexible and adaptable when facing tough calls; can combine seeming opposites like being compassionately tough, stand up for self without trampling others, set strong but flexible standards; can act differently depending upon the situation; is seen as balanced despite the conflicting demands of the situation.
41	Patience	Is tolerant with people and processes; listens and checks before acting; tries to understand the people and data before making judgments and acting; waits for others to catch up before acting; sensitive to due process and proper pacing; follows established process.
42	Peer Relationships	Can quickly find common ground and solve problems for the good of all; can represent his/her own interests and yet be fair to others groups; can solve problems with peers with a minimum of noise; is seen as a team player and is cooperative; easily gains trust and support of peers; encourages collaboration; can be candid with peers.
43	Perseverance	Peruses everything with energy, drive, and a need to finish; seldom gives up before finishing, especially in the face of resistance or setbacks.
44	Personal Disclosure	Shares his/her thoughts about personal strengths, weaknesses, and limitations; admits mistakes and shortcomings; is open about personal beliefs and feelings; is easy to get to know to those who interact with him/her regularly.
45	Personal Learning	Picks up on the need to change personal, interpersonal, and managerial behavior quickly; watches others for their reactions to his/her attempts to influence and perform, and adjusts; seeks feedback; is sensitive to changing personal demands and requirements and changes accordingly.
46	Perspective	Looks toward the broadest possible view of an in issue/challenge; has broad-ranging personal and business interests and pursuits; can easily pose future scenarios; can think globally; can discuss multiple aspects and impacts of issues and project them into the future.
47	Planning	Accurately scopes out length and difficulty of tasks and projects; sets objectives and goals; breaks down work into the process steps; develops schedules and tasks/people assignments; anticipates and adjusts for problems and roadblocks; measures performance against goals; evaluates results.
48	Political Savvy	Can maneuver through complex political situations effectively and quietly; is sensitive to how people and organizations function; anticipates where the land mines are and plans his/her approach accordingly; views corporate politics as a necessary part of organizational life and works to adjust to that reality; is a maze-bright person.
49	Presentation Skills	Is effective in a variety of formal presentation settings; one-on-one, small and large groups, with peers, direct reports, and bosses; is effective both inside and outside the organization, on both cool data and hot and controversial topics; commands attention and can manage group process during the presentation; can change tactics midstream when something isn't working.
50	Priority Setting	Spends his/her time and the time of others on what's important; quickly zeros in on the critical few and puts the trivial many aside; can quickly sense what will help or hinder accomplishing a goal; eliminates roadblocks; creates focus.
51	Problem Solving	Uses rigorous logic and methods to solve difficult problems with effective solutions; probes all fruitful sources for answers; can see hidden problems; is excellent at honest analysis; looks beyond the obvious and doesn't stop at the first answer.
52	Process Management	Good at figuring out the processes necessary to get things done; knows how to organize people and activities; understands how to separate and combine tasks into efficient work flow; knows what to measure and how to measure it; can see opportunities for synergy and integration where others can't; can simplify complex processes; gets more out of fewer resources.
53	Drive for Results	Can be counted on to exceed goals successfully; is constantly and consistently one of the top performers; very bottom-line oriented; steadfastly pushes self and others for results.
54	Self-Development	Is personally committed to and actively works to continuously improve him/herself; understands that different situations and levels may call for different skills and approaches; works to deploy strengths; works on compensating for weakness and limits.
55	Self-Knowledge	Knows personal strengths, weaknesses, opportunities, and limits; seeks feedback; gains insights from mistakes; is open to criticism; isn't defensive; is receptive to talking about shortcomings; looks forward to balanced (+ 's and - 's) performance reviews and career decisions.

Lominger Competency List

#	Competency	Skilled Definition
56	Sizing up People	Is a good judge of talent; after reasonable exposure, can articulate the strengths and limitations of people inside or outside the organization; can accurately project what people are likely to do across a variety of situations.
57	Standing Alone	Will stand up and be counted; doesn't shirk personal responsibility; can be counted on when times get tough; willing to be the only champion for an idea or position; is comfortable working alone on a tough assignment.
58	Strategic Agility	Sees ahead clearly; can anticipate future consequences and trends accurately; has broad knowledge and perspective; is future oriented; can articulately paint credible pictures and visions of possibilities and likelihoods; can create competitive and breakthrough strategic and plans.
59	Managing Through Systems	Can design practices, processes, and procedures which allow managing from a distance; is comfortable letting things manage themselves without intervening; can make things work through others without being there; can impact people and results remotely.
60	Building Effective Teams	Blends people into teams when needed; creates strong morale and spirit in his/her team; shares win and successes; fosters open dialogue; lets people finish and be responsible for their work; defines success in terms of the whole team; creates a feeling of belonging in the team.
61	Technical Learning	Picks up on technical things quickly; can learn new skills and knowledge; is good at learning new industry, company, product or technical knowledge - like Internet technology; does well in technical courses and seminars.
62	Time Management	Uses his/her time effectively and efficiently; values time; concentrates his/her efforts on the more important priorities; gets more done in less time than others; can attend to a broader range of activities.
63	Total Work Systems	Is dedicated to providing organization or enterprise-wide common systems for designing and measuring work processes; seeks to reduce variances in organization processes; delivers the highest-quality products and services which meet the needs and requirements of internal and external customers; is committed to continuous improvement through empowerment and management by data; leverages technology to positively impact quality; is willing to re-engineer processes from scratch; is open to suggestions and experimentation; creates a learning environment leading to the most efficient and effective work processes.
64	Understanding Others	Understands why groups do what they do; picks up the sense of the group in terms of positions, intentions, and needs; what they value and how to motivate them; can predict what groups will do across different situations.
65	Managing Vision and Purpose	Communicates a compelling and inspired vision or sense of core purpose; talks beyond today; talks about possibilities; is optimistic; creates mileposts and symbols to rally support behind the vision; makes the vision sharable by everyone; can inspire and motivate entire units or organizations.
66	Work/Life Balance	Maintains a conscious balance between work and personal life so that one doesn't dominate the other; is not one dimensional; knows how to attend to both; gets what he/she wants from both.
67	Written Communication	Is able to write clearly and succinctly in a variety of communication settings and styles; can get messages across that have the desired effect.