

	SELF-AWARENESS		SELF-MANAGEMENT				
	SELF-ASSURANCE (SFA)	EMOTIONAL SELF-AWARENESS (ESE)	EMOTIONAL SELF-CONTROL (SCT)	FLEXIBILITY (ADAPTABILITY/ AGILITY) (FLX)	DRIVE FOR RESULTS (DRV)	OPTIMISM (OPT)	INTEGRITY (TRANSPARENCY) (ING)
LEVEL 1 (Low Positive Impact)	Expresses belief in own capabilities	Shows emotion non-verbally	Behaves calmly under pressure	Is receptive and open to new ideas from others	Expresses dissatisfaction with the status quo	Has positive expectations about outcomes	Acts consistently according to basic values of openness and honesty
LEVEL 2 (Moderate Positive Impact)	Presents self as assured and assertive	Shares feelings with others	Resists impulse to act immediately under pressure	Bends the rules when necessary	Sets challenging, measurable & achievable goals	Is optimistic about the future	Acts consistently with own values and beliefs
LEVEL 3 TARGET (Significant Positive Impact)	Has a balanced view of own strengths/weaknesses	Shares feelings AND causation	Manages provocations constructively	Changes ideas or actions based on new information received	Sets 'stretch goals' while anticipating obstacles to overcome	Admits to mistakes and learns from them	Acts on values when it is not easy to do so
LEVEL 4 STRENGTH (Very Significant Positive Impact)	Acts with charisma (inspiring devotion in others)	Accurately links emotions to own performance	Shows resilience (bounces back after setbacks)	Plans for Contingencies	Takes calculated risks (based on cost : benefit considerations)	Actively encourages others to be optimistic	Acts on values when significant cost/risk is associated with doing so



	SOCIAL AWARENESS			SOCIAL MANAGEMENT			
	EMPATHY (EMP)	SERVICE ORIENTATION (SVO)	SITUATIONAL AWARENESS (STO)	EMPOWERING OTHERS (EMO)	INFLUENCING STAKEHOLDERS (IMP)	CONFLICT MANAGEMENT (CFM)	COLLABORATION (COL)
LEVEL 1 (Low Positive Impact)	Actively listens to others	Makes self fully available to clients	Understands power relationships at work	Leads by example and sets clear standards for others	Uses factual arguments to persuade others	Maintains objectivity when dealing with disagreements	Co-operates with others on important tasks
LEVEL 2 (Moderate Positive Impact)	Respects people of diverse backgrounds	Matches expressed client needs to services/products:	Understands climate & culture	Provides support to others for growth	Fine tunes delivery in line with audience reactions	Addresses conflicts as soon as they arise	Shares information to foster collaboration
LEVEL 3 TARGET (Significant Positive Impact)	Sees things from the perspective of others	Responds to underlying client needs	Understands subtle organizational power relations	Enables others to use discretion in action	Gains 'buy in' of influential people to convince others	Orchestrates "win-win" outcomes	Encourages others to collaborate
LEVEL 4 STRENGTH (Very Significant Positive Impact)	Understands unexpressed emotions of others	Is proactive in dealing with clients	Understands underlying issues perpetuating situations	Stimulates others & makes work exciting for them	Develops behind-the-scenes support	Drives formal interventions to improve conflict management	Builds and maintains networks

