

CSC CANDIDATE ASSESSMENT MODEL

	Disengaged, Limited Experience	Competent Performer	Exceptional Performer
Domain Knowledge	<p>Industry-Specific Experience</p> <ul style="list-style-type: none"> Is new to this industry Skill-set not highly transferable <p>Knowledge of Operating Systems</p> <ul style="list-style-type: none"> Limited knowledge of system platforms <p>Scope of Experience</p> <ul style="list-style-type: none"> No experience at this level other than perhaps brief “vacation” substitutions <p>Understanding of Business Model and Financial Processes</p> <ul style="list-style-type: none"> No experience with model and little exposure to specific financial processes 	<p>Industry-Specific Experience</p> <ul style="list-style-type: none"> Solid industry experience Skill-set right for industry <p>Knowledge of Operating Systems</p> <ul style="list-style-type: none"> Familiar with systems; managed previously <p>Scope of Experience</p> <ul style="list-style-type: none"> Solid experience at this level <p>Understanding of Business Model and Financial Processes</p> <ul style="list-style-type: none"> Demonstrates comfort with model and command of financial processes 	<p>Industry-Specific Experience</p> <ul style="list-style-type: none"> “Grew up” in this industry; knows it very well Skill-set highly industry specific <p>Knowledge of Operating Systems</p> <ul style="list-style-type: none"> Intimately familiar with systems and processes <p>Scope of Experience</p> <ul style="list-style-type: none"> Last several roles entailed responsibilities > or = to what this position requires <p>Understanding of Business Model and Financial Processes</p> <ul style="list-style-type: none"> Extremely knowledgeable and capable of advancing both the model and processes
Emotional Intelligence/ Communication	<p>Self Awareness</p> <ul style="list-style-type: none"> Not attuned to impact of their emotions Can’t understand emotions in others <p>Self Management</p> <ul style="list-style-type: none"> Appears to be a bit arrogant/overbearing Does not speak to self improvement <p>Social Awareness</p> <ul style="list-style-type: none"> Fairly cold, business like, self-absorbed No real sense of humor <p>Relationship Management</p> <ul style="list-style-type: none"> Does not focus much on interpersonal relationships Does not focus on helping others grow 	<p>Self Awareness</p> <ul style="list-style-type: none"> Candid, authentic Able to speak about their emotions <p>Self Management</p> <ul style="list-style-type: none"> Humble, modest, likeable individual Recognizes self improvement opportunities <p>Social Awareness</p> <ul style="list-style-type: none"> Nice, appears genuine to others Politically astute, good listener <p>Relationship Management</p> <ul style="list-style-type: none"> Builds strong, lasting relationships with all constituents Consistently mentors, helps others develop 	<p>Self Awareness</p> <ul style="list-style-type: none"> Attuned to their guiding values; can intuit best course of action in a complex situation Know their abilities with accuracy <p>Self Management</p> <ul style="list-style-type: none"> Very confident, yet down to earth Seize opportunities, positive outlook <p>Social Awareness</p> <ul style="list-style-type: none"> Empathetic of others, welcomes diversity High service competence, customer minded <p>Relationship Management</p> <ul style="list-style-type: none"> Inspiring leader, creates compelling vision Can manage conflict & catalyze change
Setting Strategic Direction	<p>Strategic Planning</p> <ul style="list-style-type: none"> Tactical leader vs. Strategic leader <p>Business Acumen</p> <ul style="list-style-type: none"> Doesn’t understand the business beyond their own functional area <p>Change Leadership</p> <ul style="list-style-type: none"> Disenchanted, disengaged or defensive Uncomfortable with change Does not support change efforts <p>Customer Focus</p> <ul style="list-style-type: none"> Doesn’t think of the customer Not listen to customer, maybe defensive Does not take time for customer contact 	<p>Strategic Planning</p> <ul style="list-style-type: none"> Strategic planner – attempts to work plan <p>Business Acumen</p> <ul style="list-style-type: none"> Understands how function adds value/ has a good understanding of company business <p>Change Leadership</p> <ul style="list-style-type: none"> Understands need for change Actively supports the change process but not always effective in change <p>Customer Focus</p> <ul style="list-style-type: none"> Takes action to resolve customer problems in a timely manner Values customer satisfaction 	<p>Strategic Planning</p> <ul style="list-style-type: none"> Actively leads strategic planning initiatives <p>Business Acumen</p> <ul style="list-style-type: none"> Speaks with authority about the business Has a clear understanding; ensures others do <p>Change Leadership</p> <ul style="list-style-type: none"> Engaged, drives dramatic change Overcomes obstacles to change Can be inspirational; creates sense of urgency <p>Customer Focus</p> <ul style="list-style-type: none"> Anticipates customer need – new approaches Identifies and acts on ways to make things better for customers

<p>Building Organizational Commitment</p>	<p>High Performance Teaming</p> <ul style="list-style-type: none"> Doesn't build or manage in a team fashion; Manages one-on-one Does not create a common mindset <p>Strategic Influence</p> <ul style="list-style-type: none"> Not influential or persuasive Does not consider impacts of others <p>Developing and Empowering Others</p> <ul style="list-style-type: none"> Not a people builder Doesn't understand effective development 	<p>High Performance Teaming</p> <ul style="list-style-type: none"> Actively participates in team interactions Cooperates to deliver results Expresses positive expectations of others <p>Strategic Influence</p> <ul style="list-style-type: none"> Understands need for communication Provides logical, data driven arguments to persuade others <p>Developing and Empowering Others</p> <ul style="list-style-type: none"> Proactively addresses other's development Works to improve own skills 	<p>High Performance Teaming</p> <ul style="list-style-type: none"> Looks for opportunities to collaborate Aligns groups with vision and values Actively involves others <p>Strategic Influence</p> <ul style="list-style-type: none"> Thinks though and uses a variety of planned actions for gaining support and ownership Pre-sells ideas <p>Developing and Empowering Others</p> <ul style="list-style-type: none"> Champions learning; Creates leaders Understands employees needs and issues Involves others; Pushes down decision-making Makes stretch development assignments
<p>Driving for Results</p>	<p>Accountability Focus</p> <ul style="list-style-type: none"> Focuses on own accountabilities Does not deliver consistent results Does not address performance issues <p>Driving for Results</p> <ul style="list-style-type: none"> Does not focus on key things Does not go all out to get things done <p>Action Orientation</p> <ul style="list-style-type: none"> Slow to act May know what to do but hesitates Overly methodical or cautious May lack confidence to act 	<p>Accountability Focus</p> <ul style="list-style-type: none"> Monitors and measures performance Sets clear expectations; Gives directions Addresses performance problems A problem solver <p>Driving for Results</p> <ul style="list-style-type: none"> Shows persistent effort; meets expectation Frustrated with waste <p>Action Orientation</p> <ul style="list-style-type: none"> Demonstrates enthusiasm for taking on responsibilities and assignments Identifies opportunities or problems and responds appropriately 	<p>Accountability Focus</p> <ul style="list-style-type: none"> Drives performance; takes corrective action Holds others accountable for performance Bottom-line oriented Takes appropriate risks <p>Driving for Results</p> <ul style="list-style-type: none"> Drives for dramatic improvement Can be counted on to exceed expectations Passionate; Full discretionary effort <p>Action Orientation</p> <ul style="list-style-type: none"> Anticipates the future; takes decision action Takes persistent and varied actions to overcome obstacles, rejection or failure Seizes opportunities Enjoys working hard
<p>Cultural Awareness/Learning</p>	<p>Cultural Recognition and Understanding</p> <ul style="list-style-type: none"> Doesn't recognize how corporate cultures have/haven't impacted them and their development <p>Influencing Culture/Cultural Dialogue</p> <ul style="list-style-type: none"> Isn't overly concerned about "changing things around here" <p>Creating a "Learning Organization"</p> <ul style="list-style-type: none"> Doesn't track with concept 	<p>Cultural Recognition and Understanding</p> <ul style="list-style-type: none"> Recognizes the cultures within which he/she has worked and understands how the cultures have influenced them <p>Influencing Culture/Cultural Dialogue</p> <ul style="list-style-type: none"> Understands leadership role in supporting or changing culture. Makes occasional efforts to positively affect culture <p>Creating a "Learning Organization"</p> <ul style="list-style-type: none"> Encourages others to grow, develop and champion learning. Models these behaviors fairly well. 	<p>Cultural Recognition and Understanding</p> <ul style="list-style-type: none"> Actively seeks to understand how the corporate culture will affect projects, communications, etc. <p>Influencing Culture/Cultural Dialogue</p> <ul style="list-style-type: none"> Has strong leadership beliefs and works on a daily basis to affect the corporate culture in a positive manner <p>Creating a "Learning Organization"</p> <ul style="list-style-type: none"> Consistently champions the creation and sustainment of a learning organization; Supports its creation across all teams and functions; Looks for its inclusion in projects, initiatives, etc.