

**OUR  
CAPABILITIES  
BEHAVIORAL EXAMPLES**

December 21, 2022

# INCLUSION

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Acknowledges and shows appreciation for the individual differences, contributions, and talents of all team members, and strengthens employee confidence in their abilities.



Actively seeks to collaborate with employees who have diverse perspectives and skills to foster inclusion, creativity, and workplace innovation. Supports ideas and diverse perspectives shared by team members.



Encourages expression of different points of view. Listens to different views with respect and understanding of diverse perspectives before making decisions.



Takes actions that demonstrate consideration for the individual feelings and needs of all employees. Speaks up to address inequities regarding diversity and inclusion in the workplace to foster an equitable environment for all employees.



Proactively evaluates practices and processes to avoid negative impacts or unintentional exclusion.



Consistently creates a supportive and trusting environment for open dialogue on diversity and inclusion.



Empowers all team members to share thoughts and concerns openly without fear of negative consequences; initiates these conversations as needed among team members.

# COURAGE

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Willingness to navigate uncomfortable situations, adhere to vision and values, take action and initiative on new ideas, and question assumptions and processes to improve outcomes.



Demonstrates willingness to challenge own ideas, processes, and assumptions.



Acknowledges own limitations and actively seeks on-going feedback to promote learning and professional development; Open to constructive feedback from others and makes personal adjustments as needed.



Embraces dialogue to achieve desired goals and outcomes.



Actively takes initiative and explores new ideas and technologies.



Appropriately questions current conventions and creates new processes and initiatives to foster change and best meet organizational needs.

# CUSTOMER ENGAGEMENT

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3

Cultivates positive relationships with internal and external customers by proactively seeking customized solutions to increase satisfaction and build rapport.



Anticipates customer needs and works creatively to meet those needs.



Responds effectively to customer concerns, complaints, and ideas.



Makes decisions that meet customer expectations.



Adapts departmental processes and procedures to ensure greater outcomes for customers.



Transparently provides information and/or reasoning to customers as needed.

# COMMUNICATION

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Expresses thoughts, ideas, and information effectively.



Communicates verbally and in writing in clear, succinct, and understandable ways.



Listens attentively to the ideas and concerns of employees and customers.



Uses diplomacy and tact when engaging in difficult conversations.



Effectively addresses conflict with others. Confronts inappropriate behavior.

# LEADING SELF

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**Decisiveness: Makes timely and effective decisions to accomplish team and organizational goals.**

- Makes decisions based on sound facts, values, and the best information available.
- Makes quick decisions confidently, firmly, and effectively under conditions of uncertainty.
- Considers costs, benefits, and risks when making and implementing decisions.
- Makes responsible decisions on how resources are allocated.
- Takes responsibility for results of decisions.

**Functional Expertise: Has the knowledge, skills and abilities in job function or area of expertise.**

- Keeps up-to-date on information in area of expertise.
- Seeks broad business knowledge and knowledge of field.
- Demonstrates competency over a wide variety of job tasks.

# LEADING SELF CONTINUED...

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**Personal Accountability: Takes responsibility and personal ownership for actions and decisions.**

- Effectively plans, organizes, and manages own time and work.
- Behaves in an ethical, honest, and trustworthy manner, and demonstrates integrity in all situations and interactions.
- Builds trust by keeping word, commitments and promises, and maintaining confidentiality of information.
- Demonstrates commitment to organization, its mission, and values.
- Garners personal credibility from others through professional conduct.
- Turns mistakes into learning opportunities.

**Critical Thinking: Objectively analyzes and evaluates information to solve problems and make informed decisions.**

- Thinks and acts strategically; shows an understanding of organizational impact.
- Identifies and implements ways to improve processes and solutions.
- Effectively analyzes the situation and collects information to make informed decisions.
- Examines and objectively compares situations from multiple perspectives.
- Develops solutions that achieve beneficial results for the customer and the organization.

# LEADING OTHERS

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**Relationship Management: Maintains on-going rapport with customers and other colleagues to forge effective relationships across the organization.**

- Demonstrates ability to positively relate to and connect with people across the organization.
- Treats others with respect; takes actions that demonstrate consideration for the perspectives, emotions and needs of others.
- Demonstrates self-awareness, including personal strengths and weaknesses.
- Adapts style and behavior to individual situations to build stronger relationships.
- Encourages others to share ideas for improved effectiveness.
- Communicates clear expectations when leading others, teams, and projects.
- Effectively motivates and guides others through positive communication and effective problem-solving.

**Well-Being (Whole Health): Builds and supports a work culture that enhances social, emotional, physical, mental, and purpose-related wellness.**

- Identifies stressful aspects of work and cultivates the necessary skills to handle stress through self-care, self-management, and personal actions.
- Keeps informed about organizational resources that support wellbeing (financial, physical, mental, emotional, social, etc.).
- Shows concern for others' well-being and supports their healthy lifestyle choices and behaviors.

# LEADING OTHERS<sub>CONTINUED...</sub>

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**Collaboration: Shares ideas, knowledge, and experience with others and works in concert to accomplish organizational goals.**

- Facilitates discussion, and fosters open communication with team or other stakeholders.
- Supports inclusivity through awareness of and respect for diverse individuals and viewpoints.
- Builds consensus for approaches to establish goals and processes.
- Shares responsibilities and supports others to achieve common goals.
- Places group and organizational goals above personal goals and/or recognition.
- Practices cross-functional collaboration and teamwork across divisions and departments.

**Value & Develop Others: Motivates, empowers, and supports others to accomplish team and organizational goals.**

- Empowers employees at all levels to make decisions and take on leadership roles (formal and informal) to accomplish team and organizational goals.
- Provides honest, helpful feedback, both reinforcing and corrective, discussing specific behaviors and explaining the impact.
- Encourages others to pursue professional development opportunities to achieve professional and personal goals.
- Ensures everyone understands each other's roles and responsibilities and how they relate to the County or department's results.
- Acknowledges and shows appreciation for the individual differences and talents of others. Seeks opportunities to share knowledge, skills, and expertise with others.

# LEADING THE ORGANIZATION

7

**Organizational Awareness:** Understands the components and culture of the organization and predicts how events and situations will affect individuals or groups within it.

- Recognizes, understands, and aligns actions with organizational goals and objectives.
- Understands and effectively navigates the organizational dynamics that exist inside and outside the organization.
- Recognizes the ripple effects that can occur across departments and functions from any given change or decision.
- Communicates the big picture to accomplish team and organizational goals.
- Accepts, supports, and helps implement change and management decisions, even if not in agreement.

**Innovation:** Implements creative ideas and processes to add value to the organization.

- Actively seeks opportunities to think critically in new, innovative ways to make improvements.
- Embraces diversity of thought and invites different perspectives to encourage creativity and innovation.
- Encourages risk-taking and new ways of analyzing and problem-solving to support team and organizational goals.
- Models resiliency, resourcefulness and perseverance when taking action to introduce or implement ideas.

# LEADING THE ORGANIZATION CONTINUED...

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**Agility:** Quickly adapts to changes impacting the County in ways that benefit organizational goals and objectives.

- Learns from challenges and applies learning to perform effectively in new and different situations.
- Recognizes when change is necessary to support team and organizational goals.
- Anticipates challenges and seeks opportunities to overcome obstacles.
- Demonstrates resiliency in response to adversity and stress.

**Cultural Awareness:** Recognizes, understands, and appreciates similarities and differences among various cultural groups.

- Assesses current level of cultural competence and identifies resources to build knowledge, skills, and abilities to interact successfully with different cultures.
- Seeks to understand and foster respect for different cultures and diverse backgrounds of internal and external customers.