

## Four Key Competencies for a Tough Economy

We are an organization experiencing the following conditions:

- A reduced workforce to handle a non-reduced workload
- A more stressful work environment
- The need to identify, retain and develop top performers
- Frequent shifts in strategy and goals

This may signal a need to reexamine current models or creation of new models.

**Four key competencies during tough economic times are:**

1. Managing Change
2. Adaptability
3. Results Orientation
4. Leader Resiliency

### Managing Change

**Definition:** Demonstrating support for innovation and for organizational changes needed to improve the organization's effectiveness; supporting, initiating, sponsoring and implementing organizational change; helping others to successfully manage organizational change.

Employee Behaviors:

- Personally develops a new method or approach
- Proposes new approaches, methods or technologies
- Develops better, faster or less expensive ways to do things

Manager/Leader Behaviors:

- Works cooperatively with others to produce innovative solutions
- Takes the lead in setting new business directions, partnerships, policies or procedures
- Seizes opportunities to influence the future direction of an organization unit or the overall business
- Helps people to develop a clear understanding of what they will need to do differently, as a result of changes in the organization
- Implements or supports various change management activities (e.g. ,communications, education, team development, coaching)
- Establishes structures and processes to plan and manage the orderly implementation of change
- Helps individuals and groups manage the anxiety associated with significant change
- Facilitates groups or teams through the problem solving and creative thinking processes leading to the development and implementation of new approaches, systems, structures and methods.

## Adaptability

**Definition:** Openness to different and new ways of doing things; willingness to modify one's preferred way of doing things.

- Is able to see the merits of perspectives other than his/her own
- Demonstrates openness to new organizational requirements, structures, procedures and technology
- Switches to a different strategy when an initially selected one is unsuccessful
- Demonstrates willingness to modify a strongly held position in the face of contrary evidence

## Results Orientation

**Definition:** Focusing on the desired 'end result' of one's own or one's units work; setting innovative and challenging goals, focusing effort only on the goals that are mission critical.

- "Re-prioritized", mission critical goals and results identified
- Goals are clearly articulated and repeatedly communicated
- Develops clear objectives for meetings/projects with alignment to goals
- Maintains commitment to goals in the face of obstacles and frustration
- Finds or creates ways to measure performance against goals
- Exerts unusual effort over time, to achieve goal
- Has a strong sense of urgency about solving problems and getting work done

## Leader Resiliency

**Definition:** The ability to keep functioning effectively when under pressure, to maintain personal wellness while under stress, and to exercise self-control in the face of hostility, provocation or other challenges.

- Remains calm under stress
- Can effectively handle several problems or tasks at once
- Controls his/her response when criticized, attacked or provoked
- Maintains a sense of humor under difficult circumstances
- Manages own behavior to prevent or reduce feelings of stress

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