

Performance Dimension: Change Management

Relevant Competencies: Dealing with paradox
Patience
Approachability
Integrity and trust

Observable Skills, Actions, and Behaviors:

- 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
- Is flexible when facing changing standards
- Can balance conflicting demands of a situation
- Is tolerant with people and processes
- Tries to understand people and data before making judgments or decisions
- Waits for others to catch up before acting
- Sensitive to proper pacing
- Implements new procedures incrementally
- Remains calm under pressure
- Absorbs criticism and sarcasm without losing control
- Expects surprises
- Helps others remain calm and focused
- Puts others at ease
- Is sensitive to and patient with others' anxieties
- Is seen as a direct and truthful individual
- Can present the unvarnished truth in an appropriate and helpful manner
- Keeps confidences
- Admits mistakes and limitations
- Shares information in a timely manner
- Provides information so that individuals can make accurate decisions