

Performance Dimension : **Participative Management**

Relevant Competencies: Listening
 Interpersonal savvy
 Understanding others
 Motivating others

Observable Skills, Actions, and Behaviors:

- Relates well to all kinds of people—up, down, and sideways, inside and outside the organization
- Builds appropriate rapport
- Builds constructive and effective relationships
- Uses diplomacy and tact
- Can diffuse even high-tension situations comfortably
- Practices active listening
- Has the patience to hear people out
- Can accurately restate the opinions of others even when he/she disagrees
- Supports equal and fair treatment and opportunity for all
- Creates a climate in which people want to do their best
- Can motivate many kinds of teams and group members
- Invites input from each person and shares ownership and visibility
- Makes each person feel her/his work is important
- Empowers others
- Is someone people like working for and with
- Senses groups and individuals in terms of positions, intentions, and needs
- Can predict individual's and group's actions across different situations
- Shares credit with the team for successes
- Fosters open dialogue
- Lets people finish and be responsible for their own work
- Creates a feeling of belonging in a team
- Asks others what they are feeling and thinking
- Sensitive to how he/she is coming across