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For additional information and tips to develop on competencies not included in the Eaton Leadership Model, please use the Korn Ferry Leadership Architect™ available at [http://wcm-prod-cs.etn.com/ecm/groups/intranet/@etn/@hrl/documents/content/pct_1202821.pdf](http://wcm-prod-cs.etn.com/ecm/groups/intranet/@etn/@hrl/documents/content/pct_1202821.pdf).
Eaton’s Strategy

Leadership success is demonstrated by Professionals when their actions align to Eaton’s strategy. Eaton’s Leadership Model defines the competencies required to achieve the organization’s vision.

Eaton’s Vision
To Be The Most Admired Company in Our Markets

Eaton’s Culture & Strategy
Do Business Right  Change the Mix  Run the Business Better  Upgrade the Talent

How Eaton Leaders Demonstrate Success

Demonstrate our leadership style with the highest standards of honesty, integrity, and ethics every day and with every decision

Think and act strategically to anticipate customer needs, grow the business, and outperform our markets

Get results through self and others while fostering a climate of safety, learning, and continuous improvement

Build organizational capability to ensure a robust pipeline of diverse talent to capitalize on opportunities

Eaton Leadership Competency Model: Critical Leadership Behaviors Supporting Success

• Lives Our Values
• Instills Trust
• Values Differences
• Interpersonal Savvy

• Business Insights
• Customer Focus
• Decision Quality

• Drives Results
• Operates Safely
• Living EBS

• Self-Development
• Communicates Effectively
• Collaborates
The Eaton Leadership Model for Professionals expands on the expectations of leaders in 4 critical Dimensions, and 14 Leadership Competencies (the specific skills, knowledge and behaviors needed to meet these expectations).
Applying the Eaton Leadership Model

The Eaton Leadership Model helps you be more effective at key tasks associated with being a leader.

Applications to both professionals and their managers

Create strong development plans

- Use the “Reflection Questions” and ‘Talented’, ‘Skilled’, ‘Less Skilled’ and ‘Overused’ descriptors to identify which competencies can be developed further (for a current role, or to prepare for a future role).
- Include formal learning, coaching and on-the-job projects/assignments for the competencies that need to be developed in the plan, using the “Tips to Develop” section in each competency that are most applicable, based on the scope and responsibilities of that employee.

Give meaningful feedback

- Use the ‘Talented’, ‘Skilled’, ‘Less Skilled’ and ‘Overused’ descriptors to identify behaviors that are demonstrated by your peers or employee.
- Share these phrases with your peers or employee, with examples specific to their behaviors and performance.

Participate in hiring strong leaders

- Use interview questions related to competencies in the Eaton Leadership Model to determine if candidates have the capability to meet the expectations at Eaton.
- Include at least one competency from each Dimension of the Model in interview guides, based on the specific requirements of the job.
- Consider the level of difficulty to develop of each competency and be sure to hire for those most difficult to develop.
- Work with your HR team to generate interview question guides based on the competencies you select, using the assessment and selection tool (in the HR Resource Center).

Applications specific to managers of professionals

Evaluate Performance

- Consider the level/role of the employee being assessed, and use your best judgment to apply the specific parts of the definitions

Assess the leadership potential of your team

- Use “Reflection Questions” to identify examples that leaders are / are not demonstrating. Leaders with strong examples are generally considered to have potential for higher levels of leadership.
Reflection Questions

Use the questions below to reflect upon your strengths and development needs in each dimension of the Eaton Leadership Model. For more detailed information and development suggestions, use the guide to assess the proficiency level for the competencies that make up each dimension. The descriptors of “Less Skilled”, “Skilled”, “Talented”, and “Overused” will provide additional insight to strengths and development needs. The Tips to Develop” section includes a listing of development experiences and activities for continuous learning and improvement. Use the same approach if you are a manager of professionals to help guide and coach for development.

The color coding of each competency, below and throughout the guide, indicates the difficulty to develop of that particular competency. Please note, competencies in black text have not been assigned a level of difficulty.

- Difficult to develop,  - Moderate to develop,  - Easier to develop

Thinks & Acts Strategically

Business Insight  |  Customer Focus  |  Decision Quality

- Are you able to apply knowledge of business and the marketplace to advance the organization’s goal?
- Do you build strong customer relationships and deliver customer-centric solutions?
- Do you make good and timely decisions that keep the organization moving forward?

Gets Results Through Self & Others

Drives Results  |  Operates Safely  |  Living EBS  |  Courage

- Are you able to consistently achieve your goals despite barriers and setbacks?
- Do you foster a safe work environment?
- Do you embrace and leverage the Eaton Business System?
- Do you step up to address difficult issues and say what needs to be said?

Builds Organizational Capability

Self-Development  |  Collaborates  |  Communicates Effectively

- Do you actively seeking new ways to grow and be challenged using both formal and informal development channels?
- Are you able to build partnerships and work collaboratively with others to meet shared objectives?
- Do you develop and deliver multi-mode communications that convey a clear understanding of the unique needs of different audience?

Demonstrates Our Leadership Style

Lives Our Values  |  Instills Trust  |  Values Differences  |  Interpersonal Savvy

- Do you demonstrate Eaton’s values and philosophy with every action and every decision?
- Are you able to gain the confidence and trust of others through honesty, integrity, and authenticity?
- Do you recognize the value that different perspectives and cultures bring to an organization?
- Are you able to relate openly and comfortably with diverse groups of people?

For additional information and tips to develop on competencies not included in the Eaton Leadership Model, please use the Korn Ferry Leadership Architect™ available at http://wcm-prod-cs.etn.com/ecm/groups/intranet/@etn/@hrl/documents/content/pct_1202821.pdf.
Performance Calibration

This guide is also to be used in preparation for evaluating performance. Use ‘Talented’, ‘Skilled’, ‘Less Skilled’ and ‘Overused’ descriptors to calibrate and identify the current performance level.

Step 1: Go to the ‘Skills’ section of the competency that you are evaluating.

Step 2: Review and determine which set of descriptions most closely reflects the proficiency.

Step 3: Use the associated APEX rating to designate a performance score. For example, an assessment where an employee is demonstrating most or all of the behaviors under ‘Skilled’ would put the employee at rating of 3 for that competency.

Step 4: Once you have evaluated the proficiency for the competencies within an ELM dimension, review the rating scores and assign a dimension rating. This will be the rating inserted in the performance evaluation. This is not a calculated rating and remains the manager’s judgment based upon the particular importance of the competency to the role. However, keep in mind that calibrating to the competency skill levels for all employees improves the accuracy of the rating when compared to other employees.

Example:

Thinks & Acts Strategically Rating - 3
The manager evaluated proficiency of the supporting competencies as follows:

- Business Insights – 3
- Customer Focus – 4
- Decision Quality – 3

This individual clearly meets expectations in all three competencies and has strengths in customer focus. Overall, the manager decides upon a dimension rating of 3. This was not a calculated score – it was the manager’s decision based upon the competencies most important in the particular role.
Thinks & Acts Strategically

Think and act strategically to anticipate customer needs, grow the business, and outperform our markets.

Business Insight • Customer Focus • Decision Quality

Business Insight - Applying knowledge of business and the marketplace to advance the organization’s goals.

Customer Focus - Building strong customer relationships and delivering customer-centric solutions.

Decision Quality - Making good and timely decisions that keep the organization moving forward.

Reflection Questions for Development
Use the questions below to reflect upon your strengths and development needs for this dimension of the Eaton Leadership Model. For more detailed information and development suggestions, use the guide to assess the proficiency level for the competencies that make up the Thinks & Acts Strategically dimension.

The color coding of each competency, below and throughout the guide, indicates the difficulty to develop of that particular competency. Please note, competencies in black text have not been assigned a level of difficulty.

● = Difficult to develop, ○ = Moderate to develop, ● = Easier to develop

Business Insight | Customer Focus | Decision Quality

Are you able to apply knowledge of business and the marketplace to advance the organization’s goal?
Do you build strong customer relationships and deliver customer-centric solutions?
Do you make good and timely decisions that keep the organization moving forward?
Thinks & Acts Strategically

Business Insight

Skills

<table>
<thead>
<tr>
<th>Less Skilled (APEX Rating 1)</th>
<th>Skilled (APEX Rating 3)</th>
<th>Talented (APEX Rating 5)</th>
<th>Overused Skill</th>
</tr>
</thead>
<tbody>
<tr>
<td>Doesn’t understand how businesses work.</td>
<td>Knows how businesses work and how organizations make money.</td>
<td>Has an in-depth understanding of how businesses work and make money.</td>
<td>Overdevelops or depends upon industry and business knowledge and skills at the expense of personal, interpersonal, managerial, and leadership skills.</td>
</tr>
<tr>
<td>Is not up-to-date on current and future policies, trends, and information affecting the organization.</td>
<td>Keeps up with current and possible future policies, practices, and trends in the organization, with the competition, in the marketplace.</td>
<td>Is the first to spot possible future policies, practices, and trends in the organization, with the competition, in the marketplace.</td>
<td></td>
</tr>
<tr>
<td>Is unaware of how strategies and tactics work in the marketplace.</td>
<td>Uses knowledge of business drivers and how strategies and tactics play out in the market to guide actions.</td>
<td>Consistently applies a business driver and marketplace focus when prioritizing actions.</td>
<td></td>
</tr>
<tr>
<td>Doesn’t take business drivers into account when planning and executing own work.</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Context

You gotta know the territory! Nothing beats knowing what’s going on, and it can be essential to developing credibility. This means people developing insight through two routes. First, they pay attention to their own industry. Build expertise in their functional discipline. Understand how the departments and drivers of their organization relate to and work with each other. Understand the agenda, issues, and concerns of the people they work with inside their organization. See things as others do. Walk a mile in their shoes. Second, they look outside. Learn about their competition and customers. Identify trends. Spot potential opportunities and threats that could come their way. When you know what’s going on, you can maximize your contribution. Be better able to put forward ideas and suggestions that pass the business practicality test. Make it your business to learn about the business.

Some Possible Causes of Lower Skill

Causes help explain why a person may have trouble with Business Insight. When seeking to increase skill, it’s helpful to consider how these might play out in certain situations. And remember that all of these can be addressed if you are motivated to do so.

- Inexperienced; new to the organization
- Lacks interest in financial matters
- Narrow perspective
- No exposure outside the function
- Focuses only on own agenda
- Lacks interest in general business
- Overly dedicated to a profession, not the organization
- Very tactical and here-and-now oriented

Tips to Develop Business Insight

1. **Need to be better informed? Read more.** As well as business books, pick up publications such as Fast Company, Harvard Business Review, The Wall Street Journal, Bloomberg Businessweek, Forbes, Fortune, or Inc. magazine. Pay attention to business social media and blogs. Read across a range of topics: marketing, finance, customer service. Focus on content that will educate you about your industry and the business environment as a whole. Look for information on new and emergent thinking. Interpret what you read into information that is relevant for you. Make notes on why and how it may be useful. Subscribe to Soundview Executive Book Summaries. They summarize in a few pages all the major business books that are on the best-seller lists.

2. **Not up to speed? Watch the right sources.** Watch the news and business channels. They often have interviews with business leaders and reviews by industry experts, as well as general reviews of companies. Watch online business presentations and TED Talks. Begin to watch one or two programs a week until you can zero in on what you specifically need to know.

3. **Baffled by buzzwords? Learn the lingo.** Listen for and learn the meaning of common business terms, acronyms, and abbreviations. Like the accounting term EBITDA, which is actually an acronym but most business people say it as a noun. Ask for more information when you hear something you are not familiar with. Figure out the settings where the use of jargon is helpful or where straight talk will get the message across better. For your message to be engaging and have impact, it needs to be understood.

4. **Need access to expertise? Join a professional industry network or association.** Join the professional networks or associations for your industry. Join one of their special interest groups to get a close-in look. Sign up for newsletters and publications. Attend conferences and seminars. Connect with the people you meet. Share ideas. Join business-related communities using social media. Not only will you benefit from hearing the latest information and thinking in your sector, you will develop your professional network.

5. **Ready to continue your education? Take a class.** Formal education classes provide a supportive and structured approach to learning about business. They offer the opportunity to come together with a group of like-minded people learning together. Research the business courses that are offered online and by your local college or university. You’ll find that you don’t have to take on a full-time degree or MBA program to further your business education. There will be ways for you to take it one lesson at a time.
6. **Want to learn from the pros? Surround yourself with wise counsel.** Find a business mentor. Look inside and outside your organization. Consult someone whose business skills you admire and want to emulate. A long-tenured individual who has navigated events such as recessions, booms, unemployment, mergers, acquisitions, product or service shifts, and reorganizations. Someone who will take an interest in your career and help you think. Spend time with them. Ask them to share experiences and give you advice on the best way to learn about different areas of expertise. Do more listening than talking. Take your ideas and problems to them for discussion and guidance. Write down what you learn, when you learned it, and from whom. Test what you learn and use your mentor conversations to review your successes and failures. Read up on some of the benchmark names in business, for example: Muhammad Yunus (Grameen Bank), Indra Nooyi (PepsiCo), Katsuaki Watanabe (Toyota), Steve Jobs (Apple), Richard Branson (Virgin), Sheryl Sandberg (Facebook).

7. **Stuck in tactical mode? Engage with the strategy.** Successful organizations have well-thought-out strategies. They know where they are, where they are heading, and how they are going to get there. They understand their competition. They know where they have competitive advantage. For a strategy to be successful, individuals need to understand it at a local level. Actions and decisions that are taken need to be aligned to it. Ask for lunch or just a meeting with the person who is in charge of the strategic planning process in your company. Have them explain the strategic plan for the organization. Particularly, have them point out the mission-critical functions and capabilities the organization needs to be on the leading edge of to win.

8. **Superficial understanding of your business? Think like an executive.** Read what you can about the organization as a whole. Study your annual report and other important communications, including financial reports. Learn about the structure, systems, functions, and processes. How do the moving parts work together? What is your value proposition? What are your key performance indicators? How do you go to market? What makes you different? Who are your competitors? Build up your understanding enough to be able to articulate clearly how your business operates, how it makes money, and how you contribute to that.

9. **Narrow insight? Broaden your perspective.** Analyze the business from multiple sources. The big three angles are finance, marketing, and customer service. There is a tendency to favor one source of information over others. This is natural and consistent with education, training, and experience, but to truly understand the business, all three of these broad perspectives need to be taken into consideration. Don't understand the financials? Talk to someone who does. Read and understand the implications of balance sheets, income statements. Learn about return on investment (ROI) and what it looks like for your organization. Is marketing a mystery? Find out how your organization goes to market. What's the value proposition? What makes the organization stand out against the competition. Unclear on customer service? Identify your key customer groups. Look internally and externally. Find out how products and services are sold and delivered to them. Understand what they want and need from you.

10. **Want fresh insights? Get close to your customers.** Studies show that there is significant correlation between indicators of financial health—such as increased sales, growth margins, and shareholder return—and how customers rate service. Meet with a counterpart in customer service. Have them explain the function to you. Listen to in customer service calls or, even better, handle a couple yourself. Look for ways to gather feedback from some customers and strengthen the organization's relationship with them. What do customers expect from your products or services? What is the biggest customer complaint? What delights them? Track their changing needs and expectations. Include the customer perspective in your decision-making process.

11. **Want to stay ahead in the game? Become a student of the competition.** Part of knowing your business is knowing how you stack up against other players in the marketplace. Use the same online sources that you use to gain intel on your own business and the customer's business to learn about your competitors. Analyze their websites. Read up on customer reviews of their products or services. Start a spreadsheet with columns listing their key features and how they stack up to yours. If it’s a brick and mortar business or otherwise open to the public, go into stealth mode. Blind shop to get a sense of their price points, customer service, and operational norms. See who is attending the same trade association events as you. Grab brochures from their booth. When possible, audit sponsored workshops or receptions. See how they position their business with customers.

12. **Feeling pigeonholed? Go on a company tour.** Knowledge is embedded (and oftentimes hidden) in the social fabric of your organization. Branch out from your day-to-day activities to get to that knowledge. Volunteer for cross-functional assignments, committees, projects, or task forces that include people outside your function and topics outside your area of expertise. Work in an office setting? Visit the shop floor and talk to frontline workers. Not in a customer-facing role? Do a ride-along on a sales call to a client. Different employees and different customers will offer different perspectives on your business. Talk to one new person a week. Ask them about what they do. Learn from them. Your coworkers and customers are the biggest free training and development resource you have.

13. **Think only about your part of the business? Consider the integration points.** In order to be a well-running business, all of the pieces and parts need to work together. A business is a closed system. Success is dependent on the coordinated efforts of everyone involved. What happens in one area always affects everything else. Identify your key stakeholders. Recognize their priorities and the implications of your actions on them. Clearly communicate the rationale behind decisions you make. Let others know the part they play. Explain their roles and responsibilities. The rewards of success and risks of failure. Demonstrate how the impact of your decision contributes to the achievement of company objectives.

14. **Struggle to recommend ways forward? Deconstruct your thinking.** Questions can help you think things through. Help shape and test ideas. Break complex problems down into smaller, more manageable chunks. Ask yourself: What's happening now in the organization? Positive or negative? What's causing it? Is it resulting from external forces (i.e., market conditions, consumer preference/choice) or internal influences (i.e., management style, product or service emphasis)? What other forces are at play? Is it an issue? What are the consequences (positive and negative) of doing nothing? What outcome does the organization need? What's my challenge? What actions can I take to resolve problems or issues? What do I have control and influence over? Who else needs to be consulted? What is the logical next step? While you may not always come up with the perfect recommendations, working through your thinking is a great way to gain insight into how the business works.

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**Job Assignments**

- Volunteer to participate in the budget setting and monitoring process. Use this as an opportunity to dig beneath the surface of the business and broaden your understanding.
- Offer to take new starters on a company tour. Introducing them to different parts of the business can be a great way to hone your own knowledge of how the business operates.
- Work short rotations in other units, functions, or geographies you’ve not been exposed to before. Select areas you know least about.
- Do a customer-satisfaction survey in person or by phone, and present the results to key stakeholders. Use the customer feedback to help you understand what the business is doing right and what needs to change. Make recommendations for improvement.
- Do a competitive analysis of your organization’s products or services or position in the marketplace, and present it to the people involved. What can you learn from other organizations? What does the analysis teach you about business as a whole?
Thinks & Acts Strategically

Customer Focus

Skills

<table>
<thead>
<tr>
<th>Less Skilled (APEX Rating 1)</th>
<th>Skilled (APEX Rating 3)</th>
<th>Talented (APEX Rating 5)</th>
<th>Overused Skill</th>
</tr>
</thead>
<tbody>
<tr>
<td>Is unaware of customer expectations.</td>
<td>Gains insight into customer needs.</td>
<td>Anticipates customer needs and provides services that are beyond customer expectations.</td>
<td>Prioritizes information about customers over other important business realities.</td>
</tr>
<tr>
<td>Acts on incomplete or inaccurate understanding of customer needs.</td>
<td>Identifies opportunities that benefit the customer.</td>
<td>Uses customer insights to drive and guide the development of new offerings.</td>
<td>In the efforts to satisfy customers, takes liberties with the organization's policies and procedures.</td>
</tr>
<tr>
<td>Conducts work activities from an internal, operational standpoint.</td>
<td>Builds and delivers solutions that meet customer expectations.</td>
<td>Serves as a strategic partner to build, grow, and maintain profitable and long-lasting relationships with key accounts.</td>
<td>Becomes too close to customers; makes promises to customers that the organization is unable to keep.</td>
</tr>
<tr>
<td>Fails to build effective relationships with key customers.</td>
<td>Establishes and maintains effective customer relationships.</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Context

The most important people in any organization are customers. Whether for profit or non-profit, community-based, social serving, or governmental agency, there is always a customer of some kind at the heart of most every action. Without customers, it’s likely your organization would not exist. In some roles, there is a direct link to external customers and in others the connection is more indirect. Or the customer you primarily serve is inside the organization. Bottom line—those who please customers the most will win. Winning organizations are always customer oriented and responsive. Winning strategies always include a customer-facing lens. Being successful means continuously paying attention to customer needs and adapting as these evolve. You need to evaluate and flex, understand and respond. A focus on customers opens up thinking, drives innovation, and creates a responsive and agile organization. Internal or external—they’re equally important. It’s hard to develop a high level of customer satisfaction externally if those within the organization are disengaged.

Some Possible Causes of Lower Skill

Causes help explain why a person may have trouble with Customer Focus. When seeking to increase skill, it’s helpful to consider how these might play out in certain situations. And remember that all of these can be addressed if you are motivated to do so.

- Doesn’t hear feedback
- Poor time management; too busy
- Poor listener
- Lacks self-confidence

- Shy, afraid of transacting with new people
- Self-centered
- Defensive in the face of criticism

Tips to Develop Customer Focus

1. **Looking to delight the customer? Anticipate customer needs.** Get in the habit of meeting with your internal or external customers on a regular basis. Set up a dialogue. Customers need assurance they can contact you about problems or ideas to improve service. Create open, explicit lines of communication. The more personal you can make your interactions, the clearer it is to customers that you want to meet their needs. Instead of anonymous market research, create personal connections. Ask customers for feedback. Solicit their ideas. When you roll out a new product or service, connect it back to how it addresses their feedback. Try to anticipate their need for your products and services before they even know about them. A new technology update that can improve their experience. Or a different service option for upcoming needs as their business grows. Surprise them in the best way. Features they weren’t expecting. Delivery in a shorter time. Added value to what they ordered. Show your customers you’re in it for the long run. Show that your primary interest is their success. Period. Everything else follows from this.

2. **Not sure what customers want or expect? Put yourself in your customers’ shoes.** If you were a customer of your organization, what would you expect? What kind of turnaround time would you tolerate? What price would you be willing to pay for the quality of your product or service? What would be the top three things you would complain about? What would delight you? Design your processes, products, services, and the overall customer experience with the answers to these questions in mind.

3. **Disconnected from customers? Keep in high-quality touch.** Satisfying the reasonable needs of customers is fairly straightforward. First you need to know what they want and expect. The best way to do that is to ask them. Then deliver on their suggestions in a timely way at a price/value that’s justified. Find ways to keep in touch with a broad spectrum of your customers to get a balanced view. Face-to-face. Online or phone surveys. Questionnaires. Social media. Response cards with your products and services. To keep in high-quality touch, recognize the difference between convenience for the customer and convenience for you. Telephony (voice activated technology) and other telecommunications innovations work when the customer experience is top of mind. What customer hasn’t experienced the frustration of endless computer routing, only to get no answer or get to the wrong person? High-quality touch with your customers means getting them to the right person in the minimum number of steps.

4. **Get defensive? Be prepared for customer complaints.** Be ready for the good news and the bad news. Don’t be defensive. Just listen and respond to legitimate criticisms. Vocal customers will usually complain more than compliment. Listen to what the customer is saying. Make sense of it by looking for themes. Are there consistent messages you are hearing from various customers? Where do you see opportunities to develop? Don’t get overwhelmed by the negative comments. People who have positive opinions speak up less. When you get a complaint that is justified, put a plan in place. Work with the customer to identify the goal. Then monitor progress against that goal to ensure resolution of the problem. Check in with the customer to see if they are satisfied with the solution. Change your mental frame about customer complaints. Studies show that customers who complain are still engaged, which means you still have a chance to turn them around. It’s the dissatisfied customer who doesn’t complain that ends up going to the competition.
5. **Want to know why customers leave? Think of yourself as a dissatisfied customer.** Write down all of the unsatisfactory things that have happened to you as a customer during the past month. Things like delays. Orders not right. Costs not as promised. Phone calls not returned. Cold food. Bad service. Inattentive employees. Out-of-stock items. Are any of these things happening to your customers? Then do a study of your lost customers. Find out what the three key problems were and see how quickly you can eliminate 50% of the difficulties that caused them to depart. Study your competitors’ foul-ups and see what you can do to both eliminate those and make your organization more attractive. And keep at it. Make this an ongoing aspect of your customer focus. Make it your business to understand what you’re not doing right for your customers and correct it. Apply that learning to help you spot issues before they cause a problem.

6. **Want to know why customers stay? Think of yourself as a satisfied customer.** Write down all of the satisfactory things that have happened to you as a customer during the past month. What pleased you the most as a customer? Good value? On-time service? Courtesy? Returned phone calls? Are any of your customers experiencing any of these satisfactory transactions with you and your business? Study your successful customer transactions so they can be institutionalized. Then study what your competitors do well and see what you can also do to improve customer service. Be a learner. Constantly look to identify ways to enhance the level of quality and service your customers are enjoying. The best customer is the customer you already have.

7. **Looking for opportunities to see customer service in action? Play detective.** Be a student of the workflows and processes around you at airports, restaurants, hotels, supermarkets, government services, etc. What do you see? What do you hear? What are customers saying out of eashot of the staff? How can you relate the service approaches in those industries to your own environment? What processes could be adapted? As a customer, how would you design those things differently to make them more effective and efficient? What difference will this make to your customers? How can you improve on this even further?

8. **Want to create stronger customer loyalty? Build the relationship.** Let’s face it. It is about customer loyalty, but it is also about repeat business. The number one way to maintain loyalty is to build and maintain a relationship with your key customers. Come up with a plan. How are you going to regularly interact with your customers? Customers are less likely to think about you if they don’t hear from you. Then, add value. How are your products or services helping your customers? Use real-life case studies of wins with key customers as a way of demonstrating your value. Think beyond simply selling your products or services. How can you help your customers be more successful? Offer a suggestion for a way to streamline processes. Help cut costs. Recommend a person for an open position. Refer a potential customer to your customer. Go beyond the traditional sales cycle. Provide additional value for your customers in unexpected ways.

9. **Just looking externally? Delight your internal customers.** Not all customers are external. Internal customers are all those people who work every day to make the organization a success. There’s a complex web of customer relationships and interdependencies across the organization. For example, a sales person who does not work well with dispatch can cause service issues for the external customer. A glitch in the relationship between a designer and production can delay speed to market. First, identify your key internal customers. Who do you interact with on a regular basis? Who reviews your work? Who is impacted by the quality of your product? Second, ask for feedback. How are you doing? What would they like to change? Continue doing? Lastly, take action to improve your internal customer experience. Think outside the box. Consider issues from their perspective. What can you do to make their job easier? How can you help them be more successful? What information do you need to supply? Shift your thinking and look for ways to create internal customer delight.

10. **Need a customer service process? Think “customer-in.”** Always design your work and manage your time from the customer in, not from you out. Your best will always be determined by your customers, not you. Research suggests that companies that have restructured themselves around customer needs are often more nimble and agile. These companies are able to respond quickly and effectively to the needs of the customer. Try not to design and arrange what you do only from your own view. The best innovation comes from the outside-in—your customers tell you what they need and you respond by making improvements to products, services, or processes. Your customers know what they want. All you need to do is ask them. Create an organization that listens to and then builds on customer needs and requests. One of the most important aspects of great service is anticipation. See what the customer needs even before they do. Try to always know and take the viewpoint of your customer first. You will always win following that rule. Can you sell an experience, not just a product or service.

11. **Stuck in a customer service rut? Create an environment for experimentation and learning.** One principle of these techniques is to drive for continuous improvement. Never be satisfied. Always design your work and manage your time from the customer in, not from you out. Your best will always be determined by your customers, not you. Research suggests that companies that have restructured themselves around customer needs are often more nimble and agile. These companies are able to respond quickly and effectively to the needs of the customer. Try not to design and arrange what you do only from your own view. The best innovation comes from the outside-in—your customers tell you what they need and you respond by making improvements to products, services, or processes. Your customers know what they want. All you need to do is ask them. Create an organization that listens to and then builds on customer needs and requests. One of the most important aspects of great service is anticipation. See what the customer needs even before they do. Try to always know and take the viewpoint of your customer first. You will always win following that rule. Can you sell an experience, not just a product or service.

12. **Disconnect between employee and customer satisfaction? Construct a service-profit chain.** It’s well known that employee satisfaction is linked to customer loyalty, satisfaction, and profits. The employees closest to the customer will have the biggest impact on customer service. In a bank, it’s the tellers. A restaurant, the servers. A tech company, the customer service representatives. Pay attention to these employees. Support what they do. Help them make their work more efficient. Provide development opportunities. Show appreciation. Empower your employees to serve the customers. Provide them with the tools and the training they need. Reward exceptional customer service. A recent study suggests that employee commitment and engagement has a direct impact on customer satisfaction and business performance. Example! A fast food chain set up a crew system without a manager. Working in teams proved to be more challenging and motivating. They learned they could get better results for their customers working in this way. Happier employees—happier customers.

13. **Not focusing on the right customers? Nurture your most profitable customers.** Some customers may be unprofitable because of excess service requirements. You can require them to order in larger quantities. Forego certain services, or charge for them. Use activity-based accounting. This method links purchasing data with cost data. It costs between 5 and 20 times as much to get a new customer than to keep an existing one. Old customers cost less over time and bring more revenue. How can you go from being a 20% supplier to a 50% one? Sometimes customers are simply not a good fit for the business. You may need to divest the business. But do it right. A study in the Harvard Business Review suggests that the best way to manage unprofitable customers is to take your time. Think about the impact. Look for alternatives to make the relationship more profitable. Take appropriate action. Divesting customers is sometimes the best move. But, be careful. Think strategically.

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**Job Assignments**

- Manage a dissatisfied internal or external customer; troubleshoot a performance or quality problem with a product or service.
- Train customers in the use of the organization's products or services. Collaborate with them. Make them feel involved.
- Work a few shifts in the telemarketing or customer service department, handling complaints and inquiries from customers. Experience your customers firsthand.
- Spend time with internal or external customers. Write a report on your observations, and present it to the people involved.
- Do a customer satisfaction survey in person or by phone, and present the results to the people involved.
Thinks & Acts Strategically

Decision Quality

Skills

Less Skilled (APEX Rating 1)

- Approaches decisions haphazardly or delays decision making.
- Makes decisions based on incomplete data or inaccurate assumptions.
- Ignores different points of view or makes decisions that impact short-term results at the expense of longer-term goals.

Skilled (APEX Rating 3)

- Makes sound decisions, even in the absence of complete information.
- Relies on a mixture of analysis, wisdom, experience, and judgment when making decisions.
- Considers all relevant factors and uses appropriate decision-making criteria and principles.
- Recognizes when a quick 80% solution will suffice.

Talented (APEX Rating 5)

- Decisively makes high-quality decisions, even when based on incomplete information or in the face of uncertainty.
- Actively seeks input from pertinent sources to make timely and well-informed decisions.
- Skillfully separates opinions from facts.
- Is respected by others for displaying superior judgment.

Overused Skill

- Applies an overly rigorous or methodological decision process to all issues, even where experience and intuition can work equally well.
- Is overly confident about own decision-making capability; reluctant to delegate decision making to others or hesitant to involve others when generating solutions.

Context

Making good decisions can be challenging. Short time frames. Limited information. Impatient people waiting for answers in the face of difficult trade-offs. Good decisions are based upon a mixture of analysis, wisdom, experience, and judgment. Trouble is, people are not all that good at making decisions. They tend to overestimate their ability to make good judgments and are overconfident in forecasting outcomes. Making quality decisions in organizations today means working in an environment where ambiguity and uncertainty are the norm. Where considering whom to engage, what information to gather, and when to apply helpful tools are all considerations to take into account. Sound decisions come from a balance between speed and quality. Being totally correct all the time isn’t a realistic goal. Instead, it’s about being correct enough on decisions to move ahead and allow adequate time for effective execution.

Some Possible Causes of Lower Skill

Causes help explain why a person may have trouble with Decision Quality. When seeking to increase skill, it’s helpful to consider how these might play out in certain situations. And remember that all of these can be addressed if you are motivated to do so.

- Avoids including others
- Not objective
- Goes too fast or too slow
- Limited use of analytic tools
- Undervalues relevant data
- Seeks perfection
- Unaware of own biases
- Doesn’t consider consequences
- Conflict averse

Tips to Develop Decision Quality

1. Not sure where to begin? Define the issue and map out a process.
   A consistent finding is that most groups don’t take enough time up front to define the situation—they jump to a conclusion or a solution. Rigor pays off. Establish what’s at play and at stake—the context, parameters, scope. Next, define the intended outcome of the decision. How will you know if you made the right call? The clearer the criteria for determining success, the better. Gather all the relevant data. Analyze it, interpret it, test your assumptions. Generate alternatives and evaluate them based upon what you want to accomplish. Invite open dialogue and healthy debate if that will help you determine the best course of action. Monitor what was intended against what actually happens so you can learn from the decision and make corrections where needed.

2. Just going through the motions? Apply more rigor.
   Avoid imprecise thinking when analyzing data and evaluating options. Do you state things as facts when they are really opinions or assumptions? Do you attribute cause and effect to relationships when you don’t know if one really causes the other? Are you relying on decisions you made in the past rather than seeing the current situation with fresh eyes? Don’t just collect data, figure out what it means for the short- and long-term. Write down your assumptions. Challenge them. Don’t simply inform stakeholders of your progress, engage them in the process. When weighing alternatives, make rational comparisons against specific criteria (e.g., revenue, speed, customer retention). Anticipate potential glitches as best you can. Identify the pros/cons and costs/benefits of all possible solutions, then work to make the best ones even stronger before making a final decision.

3. Want to analyze more data in less time? Turn to technology and tools.
   It’s impossible to eliminate all risks, but your chances of making good decisions will improve by using the right decision-making tools. An abundance of them exist. Analytic tools can help you explore the implications of potential scenarios. Make decisions about what to invest in or fund. Aggregate and synthesize data to gain insights from the past and better forecast the future. The latest technology is more precise than before and can help you analyze data in less time. Conventional capital budgeting tools work well too. Don’t throw out tried-and-true decision trees, cost-benefit analysis, and plus/minus methods. Instead, add to them selectively. The choice of tools may seem overwhelming at first. Having too many options—even good ones—can cause “decision paralysis,” as Dan and Chip Heath describe in Switch. Decision paralysis happens when people freeze and don’t pick anything at all when they’re overloaded. So get some recommendations. Ask experts to help you select the best decision tools for your specific situation.
4. **Wonder who to include? Let the demands of the situation guide you.** You want to make the best decision you can. How you arrive at what best means will vary. Sometimes it's appropriate to make the call alone, other times it's best to engage others. Consider complexity, expertise, execution, and timing. The more complex the situation is, the more you'll need multiple perspectives. When people hold different pieces of the information puzzle, you need to bring them together. The more that commitment is required for follow through, the more you should involve the people responsible for execution. If you want to develop people's leadership skills, push decisions down to the lowest possible level. If a decision needs to happen fast (like in a crisis) and you are the expert, make it yourself. Be up front about what decision process you'll use. If you want someone's advice but know they won't have a say in the final decision, just tell them. Trust can erode if you ask for someone’s opinion but don’t use it. In all cases, explain to stakeholders how the decision came about.

5. **Too much agreement in the group? Encourage open dialogue and debate.** When all heads nod and people see issues similarly, the decision-making process goes faster. But faster doesn’t necessarily lead to better. To reach optimum decisions, all angles of an issue need to be discussed. Don’t stop when the first acceptable solution is presented. Welcome dissenting voices—they enhance decision quality by forcing people to expand their perspectives. Separate the facts from the opinions. Spark debate through questioning. What are our assumptions? What’s missing? What’s another way to interpret the data? What other alternatives could work? What’s the best possible end result? What might go wrong? Another approach is to assign someone to play devil’s advocate—to poke holes in the current logic. Do whatever you can to reduce groupthink, which is conformity of opinion. Pressure to conform can cause people to censor their views and ignore vital data. Whether you’re the decision owner or contributor, insist on candid dialogue.

6. **Virtual teams need decision-making assistance? Use collaboration tools.** There are many benefits to virtual teaming, but one drawback is the loss of communication horsepower due to limited face-to-face communication. Language barriers and the lack of non-verbal cues can at times strain mutual understanding, which is needed for making quality decisions. However, research shows that there are also advantages to asynchronous communication when instant decisions aren’t required. By using virtual collaboration tools, people have more time to carefully write or illustrate their point of view. More time to reflect on others’ ideas or data presented before responding. There’s less a chance of hasty judgment. Of missing what someone said. Of a strong personality taking over a conversation. In addition, relevant information can be stored and retrieved in the future.

7. **Need to speed things up? Counter overthinking with action.** Lots of us want all the data in and all our ducks in a row before we decide. We want to be 100% sure. Nice in theory, but that slows you down. Perfecticism is tough to let go of because many people see it as a positive trait for themselves. Recognize your perfectionism for what it might be—collecting more information to improve your confidence to make a fault-free decision, thereby avoiding risk and criticism. Try to reach a more reasonable balance between thinking it through and making the call. Try making some small decisions on little or no data, using expertise or past experience as a guide. Anyone with 100% of the data can make good decisions. The real test is who can act the soonest with a reasonable amount—but not all—of the data. Give yourself a deadline and stick to it.

8. **Not sure the timing is right? Listen to your own clock.** How do you know if it’s important to decide now or if it may be better to wait? When urgency is the new normal, it can be tempting to charge ahead, even when evidence—or lack of evidence—suggests otherwise. Recent information may have shifted the success criteria. New data may reveal additional risks. A deadline may not really be firm—especially in ambiguous or rapidly changing industries, or when cutting-edge differentiation is key. Some of the most respected leaders have put quality, safety, or innovation ahead of a predetermined timetable. Pulling the plug or testing things further before making a decision may serve the best interests of your stakeholders in the long run. Keep your strategic priorities top of mind and be willing to adjust the timing.

9. **Tempted to bend the rules? Do the right thing.** Wise decision making requires you to be ethical—to uphold standards of right and wrong. People rarely start their careers planning to be unethical. More often it comes about slowly, little by little. Here are some justifications people give for making unethical decisions: Everyone else is doing it. Nobody will find out. My boss told me to. The end justifies the means. It’s not exactly illegal. We didn’t have time to check. It won’t hurt anybody. See these rationales for what they really are: excuses. Read your organization’s ethical guidelines and principles. Discuss them with your team. What would small and large ethical breaches look like? What consequences might occur? What do you do if you find yourself in a gray zone? Ask difficult questions. Don’t hedge the truth. Make it safe to disclose mistakes. Recognize when greed, ambition, or needing to cover one’s hide creeps in. It’s everyone’s job to uphold high standards of professional responsibility in decision making.

10. **Want to best ensure a quality decision? Keep things in balance.** When a quality decision is what you’re after, you need to find the right balance among many factors. There’s the need for divergence—so you consider differing views and options with an open mind. And the need for convergence—so you make a timely decision and people unite prior to implementation. There’s the need to balance advocacy (making convincing arguments) alongside inquiry (asking powerful questions). There’s having the courage to make tough calls. And having courage to let go, letting others decide. There’s balancing facts and logical reasoning with intuition. There’s quality versus speed. The desire to get it right at odds with the need to move on to other things. Review your decisions over time. Which ways do you tend to lean? What’s been your track record? Aim to strike the right balance.

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**Job Assignments**

- Join a task force making decisions on an important issue, where you will need to share information and consider the long- and short-term implications for the business.
- Make a strategic decision on where to invest future resources (new markets, new products/services, etc.). Evaluate alternatives using the best-suited analytical tools combined with the judgment of experienced stakeholders.
- Be part of a talent review or hiring process, making people decisions for the department or unit as objectively and unbiased as possible.
- Manage the procurement of important services, equipment, supplies, systems, etc., gathering diverse input from stakeholders and analyzing the data before making the call.
- Handle a crisis for the organization, requiring you to make a timely decision where all parties will not be pleased with the outcome.
Gets Results Through Self & Others

Get results through self and others while fostering a climate of safety, learning, and continuous improvement.

Drives Results • Operates Safely • Living EBS • Courage

| Drives Results - Consistently achieving results, even under tough circumstances. |
| Operates Safely - Creates and fosters a safe work environment. |
| Living EBS - Embracing, leveraging and teaching the Eaton Business System |
| Courage - Stepping up to address difficult issues, saying what needs to be said. |

Use the questions below to reflect upon your strengths and development needs in this dimension of the Eaton Leadership Model. For more detailed information and development suggestions, use the guide to assess the proficiency level for the competencies that make up the Gets Results Through Self & Others dimension.

The color coding of each competency indicated below and throughout the guide, indicates the difficulty to develop of that particular competency. Please note, competencies in black text have not been assigned a level of difficulty.

- ● = Difficult to develop, ○ = Moderate to develop, □ = Easier to develop

Drives Results  |  Operates Safely  |  Living EBS  |  Courage

- Are you able to consistently achieve your goals despite barriers and setbacks?
- Do you foster a safe work environment?
- Do you embrace and leverage the Eaton Business System?
- Do you step up to address difficult issues and say what needs to be said?
gets results through self & others

drives results

skills

less skilled (apex rating 1)
- is reluctant to push for results.
- does the least to get by.
- is an inconsistent performer.
- gives up easily; doesn’t go back with different strategies for the third and fourth try.
- often misses deadlines.
- procrastinates around whatever gets in the way.

skilled (apex rating 3)
- has a strong bottom-line orientation.
- persists in accomplishing objectives despite obstacles and setbacks.
- has a track record of exceeding goals successfully.
- pushes self and helps others achieve results.

talented (apex rating 5)
- sets aggressive goals and has high standards.
- is consistently one of the top performers.
- pursues everything with energy, drive, and the need to finish.
- persists in the face of challenges and setbacks.
- always keeps the end in sight; puts in extra effort to meet deadlines.

overused skill
- goes for results at all costs without appropriate concern for people, teams, due process, or possibly norms and ethics.
- may be so deadline oriented that he/she pushes to get something done rather than taking the time to do it right.
- even in the face of near insurmountable obstacles, sticks with the effort beyond reason.
- puts too much pressure on self and others to achieve the impossible.
- may not celebrate and share successes.

context

driving results is an overall achievement mindset, a bias for action, an eagerness to take the initiative. people who drive for results infuse their teams and organizations with a sense of urgency. they help create a culture where organizational performance is always top of mind. results might be quantifiable—measured in terms of p&l, sales growth, customer satisfaction ratings, new products launched. or results may be qualitative—an enhanced reputation among customers, a more vibrant brand that attracts customers and employee talent. in successful organizations, the efforts of individuals, teams, functions, departments, and business units are aligned around these objectives. driving results means communicating a vision, setting priorities, developing and executing plans that achieve the desired outcome—for the organization and the world. as a leader, you must be willing to act and follow through to drive results.

some possible causes of lower skill

causes help explain why a person may have trouble with drives results. when seeking to increase skill, it’s helpful to consider how these might play out in certain situations. and remember that all of these can be addressed if you are motivated to do so.

- loses focus
- disorganized
- not strategic
- procrastinates
- lacks commitment and accountability
- afraid of mistakes
- burned out
- poor planner
- sets unrealistic expectations

tips to develop drives results

1. have a big idea? convert it to action. ever get on board with a big initiative, only to run out of steam? create inspiring plans in an off-site and then forget about them? or set an audacious goal in january and lose track of it by february? big ideas produce big results over the long haul. in fact, they can be downright transformative. but to see results, you need to translate ideas into action. if you are part of something big, keep it front of mind by making it visible. post a photo or other reminder on your screensaver so you see it every time you open your laptop. create a visual model or time line and share it with others. if it involves the whole organization, get hr, marketing, communications, or other relevant groups involved. create a communications plan. put time on the calendar to get things moving. a vision is just a good idea until you take action.

2. not bold enough? take reasonable risks. won’t take a risk? micromanaging to avoid mistakes? running another analysis of last month’s figures? rethinking decisions? if this is you, practice pushing yourself forward. sometimes producing results involves taking chances and trying bold new initiatives. doing those things leads to more misfires and mistakes but sometimes better results. treat any mistakes or failures as chances to learn. nothing ventured, nothing gained. up your risk comfort. to get results, you need to keep things moving. making decisions. approving plans. start small so you can recover more quickly. see how creative and innovative you can be. let go of perfection and aim for excellence. satisfy yourself; people will always say it should have been done differently. listen to them, but be skeptical. ask yourself what’s at stake. and what’s the worst that can happen. then turn the question around: what good things will not happen if you fail to act? allow reasonable time to consider options, then make the best decision possible. conduct a postmortem immediately after finishing. this will indicate to all that you’re open to continuous improvement whether the result was stellar or not.

3. procrastinator? start now. are you a lifelong procrastinator? do you perform best in crises and under impossible deadlines? do you wait until the last possible moment? if you do, you may miss deadlines and performance targets. you might not produce consistent results. some of your work will be marginal because you didn’t have the time to do it right. you settled for a b when you could have gotten an a if you had one more day to work on it. and you might be causing yourself and your teammates unnecessary stress. save “crisis mode” for your own time. when others are depending on you, get going. start earlier. try doing 10% of each task immediately after it is assigned so you can better gauge what it is going to take to finish the rest. divide tasks and assignments into thirds and schedule time to do them spaced over the delivery period. let others know how you are progressing. always leave more time than you think it’s going to take.
4. Overwhelmed? Focus on priorities. You’re already working at top speed on a full schedule. Then your boss asks you to take on something new—right now. You feel like you need to go in eight different directions and don’t know where to start. Before you panic, do some planning. What’s mission-critical? What are the three to five things that most need to get done to achieve your goals? Effective performers typically spend about half their time on a few mission-critical priorities. Don’t get diverted by trivia and things you like doing but aren’t tied to the bottom line. When you’ve laid out your top priorities, identify a few critical action steps that will move you forward on each one. Notice what is demanding immediate attention—and what is actually already on track. Put some space on your calendar to take care of what is important but not urgent now. Then take care of the urgent. This planning will take just a few minutes and will get you back on track. If you’re still uptight, ask for help. And remember to manage your expectations of yourself: as good as you may be, you can’t be in two places at once.

5. Problem getting work done through others? Focus on the fundamentals. Many people can produce results themselves but struggle to make the transition to getting results from the team. Having trouble getting your team to work with you to get the results you need? Have the resources and the people but things just don’t run well? Maybe you do too much of the work yourself. You don’t delegate or empower. You don’t communicate well. Struggle to motivate. Plan poorly. Find prioritizing difficult. You may need to learn the basics of delegation and good management. To let go of doing it all yourself. To learn to show others what you want done—and let them do it. To paint a clear picture of what is important and why. Delegation is a complex skill. It takes effort to show others what you want. But it pays off over time. The team will become stronger. Results will be better. Read Becoming a Manager by Linda A. Hill. Learn from others around you who delegate well.

6. Trouble getting buy-in? Listen before you act. Focused on action? Eager to get started? Anxious to get results? These are great qualities for getting to the bottom line. But if you’re driving results through others, you need to slow down and include them in your thinking. People can’t follow you if they don’t know where you are going, and why. Give them the big picture of what needs to happen. Invite them to flush out ideas and plans. Work with them to define plans and expectations. Help them prioritize their own efforts. Start with a brainstorming session. “Here’s what we need to do. How can we do this?” Collaborate on creating a plan. Or hand it off to them. Check in. Stay involved to see how things are going. Let them know how their efforts align with the organizational goals.

7. People not committed? Set stretch goals and stay involved. High expectations are great. But if goals are perceived as unachievable, people become skeptical and discouraged. They give up and performance laps. If, as goals are too low, bored sets in and performance laps. People lose interest and end up underperforming. Setting stretching but achievable goals shows confidence. It creates optimism and an expectation for success. But don’t just set goals. Ask what is needed to get there. Get the resources and support you need—and set checkpoints along the way to measure progress. Give yourself and others as much feedback as you can. Get buy-in. Recognize improvement. Celebrate success. Then agree on next steps to even higher performance.

8. Group not performing? Address team dynamics. Leading a stalled project? In danger of missing the goal? Delivering subpar performance? Every group and team is made up of individuals. Some who may be giving more than others. Some who may be willing but struggling. Some may have “checked out” for reasons of their own. If this is happening, assess the team as a whole. Does it have an agreed-upon goal? The right mix of skills? The resources it needs? Adequate support from the organization? Make the changes you need to make to ensure results are achieved. Look at individuals. Do you need to switch out some team members or bring in new skills? Encourage different working relationships? Stimulate new collaborations? Address conflict? Figure out what’s not working and make it right. Ask HR for help or bring in a team consultant if you are really stumped.

9. Getting resistance? Deal with objections. It’s your job to drive a major change initiative. You’ve got your resources, your time line, your plans. Everything looks good. Until a key group or person raises objections. Why are we doing this? What will this cost? Why are we changing what we’ve done for 20 years? The best change leaders don’t get stuck by pushback. They anticipate resistance. They are equipped to handle the heat of controversy. They allow time to hear objections. Individual meetings. Town halls. Phone conferences. They answer objections and make course corrections. But they don’t lose sight of the endgame. The vision. The results. Encourage more objections. If you sense people are holding back, get concerns out on the table. Ask for specifics. Dig deep. Get to the root of the resistance. Understand what’s behind the dissent. See it from their point of view. If you were in their shoes, what would you need to hear to be converted?

10. Derailed by the unexpected? Define and address the problem. You’re working hard, focused on getting things done. Then something unexpected happens. A system glitch destroys last night’s work. An important meeting gets cancelled. Maybe you get stuck in traffic and arrive at the office two hours late. When you are thrown off track by the unexpected, you have two choices. You can either tense up, throw up your hands, snap at a few coworkers, and generally make the situation worse, or you can take a breath, stay calm, and find a way around or through the situation. Pick up the phone, get on e-mail, reach out to others, and work the problem. Use your brain, use your resources. Envision a good outcome. Shift your attitude from “Why is this happening to me?” to “Interesting development. Let’s see what we can do with it.”

11. Disorganized? Use systems to stay on track. Running late? Missed a phone call? Lost a critical e-mail? When you’re going in more than one direction, the occasional slip-up is inevitable. But you can’t consistently deal with this if you can’t stay on top of the details. Use systems to have a fighting chance of completing things on time and within budget. Log contact info into your phone or e-mail system. Deal with e-mail two to three times a day. Answer, forward, or act on anything you can. File the rest in project folders and put time on your calendar for follow-up. Have a to-do list or system for immediate tasks. Look at it at the beginning or end of the day. Add new items; delete those you’ve completed. Learn some basic Excel skills to create simple project sheets. Use just one calendar. Color code your files and tasks. Use mobile technology to access your e-mail and calendar on the go. Learn to live without paper. Back up your laptop. Remember that when it comes to being organized, less is more.

12. Tempted to quit before the end? Refocus and stick with it. It may be tempting to reduce your efforts when the end is in sight. After all, your customers have been delighted with the new products. The economy has run strong all year. Things are going well, so results are in the bag—right? Not necessarily. Surprises happen. Contracts get cancelled. Opportunities and sure things fizzle out. Markets crash. If you find your attention flagging, refocus. Winning teams play with the same intensity the whole game, no matter the score. Driving for results means not quitting before the end. Getting results means sticking with the project until it is completed successfully. Keep up a review of what has been done, what remains to be done, and where results will come from. Be persistent. Follow through on every task. Sometimes you’ll head off a disaster. Sometimes you’ll find an unexpected late win. Check the details. It’s not over until it’s over.

13. Lost in the detail? Focus on the essentials. Good with the detail? Pride yourself on your expertise? Remember names, dates, and places? Can relate the history of any product your company ever produced? Have the answer to any question? Being this detail oriented doesn’t mean you’re the quickest to get results. While you’re stuck in what you know, the people around you want to move on. To create the next generation of products. To adopt some new ideas. To get up to speed, you don’t need to abandon valuable detail. But you do need to streamline your thinking—and your communication. Focus on the endpoint and ask yourself, “How much detail is needed to paint the picture and move us forward?” Use what is needed now. Archive or jettison the rest.

14. Driving too hard? Learn to manage stress. Pride yourself on exceeding goals? Push yourself every day to produce? Always ready for a challenge? Individual responses to stress vary. But for most people, driving for results day after day, quarter after quarter, year after year is stressful. If you’re close to burnout or if people can’t keep up with you, you’re overdoing it. Sustainable performance requires rest and recovery. Athletes train hard, then enjoy the off-season. Performance will improve if you disconnect once in a while. Use your commute to work to get perspective. Enjoy friends and family. Make personal connections at work. Stop to celebrate wins. Learn to take pride in your great results, but balance action with recovery. Take a time out.
Job Assignments

- Lead a team in launching a new product or service with a large potential impact on the business. Involve them in thinking through how to maximize benefit to the business.
- Manage the successful installation of a new process or system under a tight deadline. Secure the right support and build a strong sense of commitment to making it a success.
- Lead a stalled project to successful completion within the next few weeks. Identify the issues and generate solutions to move it forward.
- Develop an actionable time line to improve performance in a group that has lost momentum. Dig deep for the reasons and take action to get them back on track.
- Create, champion, and track a fundraising campaign with a clear financial goal. Get creative about how it can be exceeded.
Goes Results Through Self & Others

Operating Safely

**Skilled (APEX Rating 3)**
- Demonstrates commitment to the safety, security, and well-being of employees.
- Proactively identifies risks, hazards, and threats and takes appropriate actions to resolve them.
- Provides appropriate resources, skills, and management talent to improve safety.
- Uses annual planning to set goals, plan, and monitor progress throughout the year.

**Talented (APEX Rating 5)**
- Proactively champions the Zero Incident Safety Culture, safety policy, and processes.
- Is a role model for demonstrating a commitment to personal safety.
- Develops “best practices” for safe work and driving cultural change.
- Regularly contributes to sharing and learning outside the immediate organization.

**Overused Skill**
- Focuses too much on safety metrics and not on understanding and addressing the root cause.

**Context**

Among Eaton’s most important values is our commitment to the safety and well-being of all employees. Building a Zero Incident Safety Culture, where every employee feels responsible for safety in the workplace and protects their personal well-being and the well-being of their colleagues, reflects that commitment. Understanding our Life Saving Rules and the principles and guidelines for safe workplace behavior provided in our Eaton Safety Policy is a place to start. Adhering to the policy and being vigilant about safety requires our active involvement every day. Safety is fundamental to how we work at Eaton. Creating a Zero Incident Safety Culture requires that we all do our part to keep others and ourselves safe.

**Some Possible Causes of Lower Skill**

Causes help explain why a person may have trouble with Operating Safely. When seeking to increase skill, it’s helpful to consider how these might play out in certain situations. And remember that all of these can be addressed if you are motivated to do so.

- Inexperienced
- Lacks interest
- Very tactical and here-and-now oriented

**Tips to Develop Operating Safely**

1. **Watch the Life Saving Rules videos.** The Life Saving Rules videos focus on some of the hazards that exist in a manufacturing workplace and how the Life Saving Rules provide defenses against these hazards. The videos may be shown to all employees to demonstrate how to apply Life Saving Rules in the workplace.

2. **Visit the MESH channel on JOE.** This page contains MESH process and assessment documents, graphics, and various resources arranged by their respective MESH category.

3. **Review the Safety Policy.** The page outlines Eaton’s Safety Policy, including expectations for all employees and our Life Saving Rules.

4. **Watch the Safety Training videos.** The page contains videos about giving and receiving feedback regarding safety in the workplace. In addition, there are videos featuring Chairman and CEO Sandy Cutler on leading and setting an example for our Zero Incident Safety Culture.

5. **Review the safety stand down process.** The safety stand down process helps drive our lessons learned to eliminate recurrences.
Living EBS

Less Skilled (APEX Rating 1)
- Avoids using EBS tools and processes.
- Detracts from EBS by not participating in continuous improvement events.
- Focuses more on maintaining the status quo than driving continuous improvement.

Skilled (APEX Rating 3)
- Is able to explain the components and advantages and properly apply them.
- Participates in continuous improvement events and processes on a regular basis.
- Maintains EBS knowledge through self-study and completes required courses in a timely manner.
- Initiates sharing and learning with others, including those outside their own work group.

Talented (APEX Rating 5)
- Demonstrates EBS expertise and routinely assists and teaches others.
- Consistently uses EBS tools to deliver exceptional results and positively impact the culture.
- Champions Eaton’s integrated operating company model by using scale and EBS tools for continuous improvement.
- Proactively seeks learning opportunities from others’ experiences outside the work group.

Overused Skill
- Rigidly applies all EBS tools in all situations without taking into account business, local, or regional factors.
- Does not distinguish between required and variable EBS tools.
- Relies solely on EBS tools and fails to adopt other best practices in order to improve processes and performance.

Context

The Eaton Business System helps us work as an integrated operating company. Effectively deploying the EBS standardized tools and processes allows us to work globally as One Eaton across diverse business groups and regions. Through EBS we continuously improve and share best practices in an organization that values learning.

Some Possible Causes of Lower Skill

Causes help explain why a person may have trouble with Living EBS. When seeking to increase skill, it’s helpful to consider how these might play out in certain situations. And remember that all of these can be addressed if you are motivated to do so.

- Inexperienced
- Primarily concerned with maintaining status quo
- Lacks interest
- Lacks EBS awareness and understanding

Tips to Develop Living EBS

1. **Read the overview about Eaton values and philosophy.** As a public corporation owned by its shareholders, Eaton's fundamental purpose - the reason we exist - is to operate profitably, provide an attractive return for those who have invested in us, and increase shareholder value. Our continued success in fulfilling this fundamental purpose is dependent upon our ability to adapt profitably to the rapid changes in our global markets while never compromising our core values that guide our actions. We take pride in our commitment to balance our drive for “Performance Excellence” with our commitment to “Doing Business Right.” We understand that our ability to achieve our performance goals depends on each of us embracing our core values.
   [http://wcm-prod-s.etn.com/Corp_EBS/Foundation/Values/index.htm](http://wcm-prod-s.etn.com/Corp_EBS/Foundation/Values/index.htm)

2. **Read about Eaton’s Integrated Operating Company model.** We operate Eaton as an Integrated Operating Company, not a holding company. We embrace the active exchange of best practices; the adoption and implementation of standard work processes and tools; and the regular assessment of our progress in the implementation of our work processes and tools.

3. **Take the Eaton Business System e-Learning Course: How We Work at Eaton.** This online training provides an introduction to the Eaton Business System (EBS) for employees new to Eaton or EBS. The lesson provides a high-level overview of Eaton, our culture, and the business system that supports our success. This course is accessible via JOE > Eaton University > Search “Eaton Business System.”

4. **Review EBS tools.** Accessible JOE > Eaton Business System,

5. **Participate in the Excellence Through EBS workshop for professionals through mid-level leaders.** Excellence through EBS provides greater focus on Eaton as an integrated operating company, our values-based culture, EBS as a system, continuous improvement and learning.

6. **Participate in the Living EBS workshop for senior leaders.** Excellence through EBS provides greater focus on Eaton as an integrated operating company, our values-based culture, EBS as a system, continuous improvement, and learning.

7. **Utilize the Eaton Resource Groups.** ERGs are networks of people who share an interest or expertise and collaborate over an extended period of time for a specific business purpose. They drive collaboration that leads to greater performance, globalization and innovation. Start connecting with others today - join an ERG!
   [http://collaborate.etn.com/communities/home/Pages/Welcome.aspx](http://collaborate.etn.com/communities/home/Pages/Welcome.aspx)

8. **Take the EBE Assessment examiner training and practice active participation.**

9. **Participate in one’s own plant/business EBE Assessment.**
## Gets Results Through Self & Others

### Courage

<table>
<thead>
<tr>
<th>Less Skilled (APEX Rating 1)</th>
<th>Skilled (APEX Rating 3)</th>
<th>Talented (APEX Rating 5)</th>
<th>Overused Skill</th>
</tr>
</thead>
<tbody>
<tr>
<td>Shies away from difficult issues or challenging assignments.</td>
<td>Readily tackles tough assignments.</td>
<td>Tackles difficult issues with optimism and confidence.</td>
<td>Struggles to identify which battles to take on and when to back down.</td>
</tr>
<tr>
<td>Expresses point of view in an indirect manner.</td>
<td>Faces difficult issues and supports others who do the same.</td>
<td>Shares sensitive messages or unpopular points of view in a motivating manner.</td>
<td>Shares point of view on everything and could be seen as intimidating or a “know-it-all.”</td>
</tr>
<tr>
<td>Avoids giving corrective feedback.</td>
<td>Provides direct and actionable feedback.</td>
<td>Lets people know where they stand, honestly and sensitively.</td>
<td>Communicates bluntly and fails to recognize the impact on relationships with others.</td>
</tr>
<tr>
<td>Fails to take a stand on important issues.</td>
<td>Is willing to champion an idea or position despite dissent or political risk.</td>
<td>Volunteers to tackle and lead tough assignments.</td>
<td>Neglects own work in favor of getting involved in multiple difficult issues.</td>
</tr>
</tbody>
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### Context

Leading is a courageous act. It’s being out front, ushering in change, and challenging the status quo. Courage involves being comfortable with the conflict that is inherent to being a champion of an idea or course of action. It sometimes means staking out tough and lonely positions. Politically risky positions. Effective leaders meet tough situations head-on to constructively resolve them. They say what needs to be said at the right time, to the right person, in the right manner to effect change. Many times it’s not positive. Something went wrong. Something is being covered up or over. Something is not being done right. Someone isn’t performing well. Someone is holding something back. Someone is going off on the wrong track. Courage involves letting people know where you stand. Having difficult conversations. Standing alone. Being courageous requires your brain to balance fight/flight instincts with logical analysis. To weigh the benefits and drawbacks of addressing tough issues. Courage does not mean you are not afraid. Courage means you overcome the fear to do what is right.

### Some Possible Causes of Lower Skill

Causes help explain why a person may have trouble with Courage. When seeking to increase skill, it’s helpful to consider how these might play out in certain situations. And remember that all of these can be addressed if you are motivated to do so.

- Isn’t self-confident
- Avoids conflict
- Can’t take the heat
- Fears being wrong
- Fears losing
- Gets emotional
- Doesn’t like to be out in front
- Doesn’t identify strongly with any issue

### Tips to Develop Courage

1. **Facing a challenging issue? Prepare for tough stands against the grain.** Taking a tough stand demands confidence in what you’re saying along with the humility that you might be wrong—one of life’s paradoxes. To prepare to take the lead on a tough issue, work on your stand through mental interrogation until you can clearly state in a few sentences what your stand is and why you hold it. Build the business case. How do others win? Ask others for advice. Scope the problem, consider options, pick one, develop a rationale, then go with it until proven wrong. Consider the opposing view. Develop a strong case against your stand. Prepare responses to it. Expect pushback.

2. **Laid back? Step into the fray.** None of your business? Tend to shy away from courage situations? Why? What’s getting in your way? Are you prone to give up in tough situations, fear exposing yourself, don’t like conflict? Ask yourself—what’s the downside of delivering a message you think is right and will eventually help the organization but may cause someone short-term pain? What if it turns out you were wrong? Treat any misinterpretations as chances to learn. What if you were the target person or group? Even though it might hurt, would you appreciate it if someone brought the data to your attention in time for you to fix it with minimal damage? What would you think of a person you later found out knew about it and didn’t come forward, and you had to spend inordinate amounts of time and political currency to fix it? Follow your convictions. Follow due process. Step up to the plate and be responsible, win or lose. People will think better of you in the long-term.

3. **Not being heard? Go up the chain if you must.** Sometimes the seriousness of the situation calls for more drastic action. Keeping in mind you are doing this for the collective benefit of the organization and that personal gain or vengeance is not at stake, be prepared to go all the way. Even if it pits you against a colleague or even a boss. If your initial message is rejected, covered, denied, hidden, or glossed over and you are still convinced of its accuracy, go up the chain. Continue until it’s dealt with or someone in power two levels or more above the event or person asks you to stop. If you have a mentor, seek their counsel along the way. A caution: In a study of whistle-blowers, 100% of the failures spoke in general terms, tying their message to lofty values such as integrity. All the successes dealt with the specific issue as it was—problem and consequences. They didn’t generalize at all.

4. **Talking to the wrong people? Provide information to the right person.** The basic rule is to deliver it to the person who can do the most with it. Limit your passing of the information to one or as few people as possible. Consider telling the actual person involved and give them the opportunity to fix it without any further exposure to risk. If that’s not possible, move up the chain of command. Don’t pass indirect messages via messengers.
5. **Not comfortable being out front? Face criticism with courage.** Leading is riskier than following. While there are a lot of personal rewards for taking tough stands, it puts you in the spotlight. Look at what happens to political leaders and the scrutiny they face. People who choose to stand alone have to be internally secure. Do you feel good about yourself? Can you defend to a critical and impartial audience the wisdom of what you’re doing? They have to please themselves first that they are on the right track. They have to accept lightning bolts from detractors. Can you take the heat? People will always say it should have been done differently. Even great leaders are wrong sometimes. They accept personal responsibility for errors and move on to lead some more. Don’t let criticism prevent you from taking a stand. Build up your heat shield. If you know you’re right, standing alone is well worth the heat. If it turns out you’re wrong, admit it and move on.

6. **Scared? Expect and manage emotion.** Even the most well-trained military members or emergency responders who go into life-threatening situations feel fear. Courage does not mean being fearless or anxiety free. Rather, people who are courageous manage their emotional reaction. How? By training and preparing. By becoming so skilled in the work that needs to be accomplished that they can perform the task without getting stuck on the potentially crippling emotion. Practice and repetition help overcome the emotional aspect of the challenge. Another way? Find a role model. Observe a person who demonstrates courage. What do they do? What emotions do they show or not show? How can you emulate their actions? Envision yourself acting with courage before you take action. Last, do something. Often, it is the inactivity before taking action when we feel the most fear. Take action and the courage will follow.

7. **Unsafe of the consequences? Analyze the impact.** Sometimes irrational fears can get in the way of the ability to act with courage. The best way to overcome irrational fear is to critically analyze the potential impact of the action. Courage requires calculation and logic. Think about the potential consequences if you take action one way or another. What is the worst that can happen? Failure? Embarrassment? What is the best potential outcome? Resolving a problem. Helping a colleague. Standing up for what is right. How do your values enter into the equation? Even if there are no clear business outcomes of your potential action, what is the value of following your personal ethics? Alternatively, think about the implications if you don’t take any action. Do a cost-benefit analysis. This can help you move forward with assurance. Once you have really thought through the impact, you can overcome the emotion of the situation and have a clear line of sight to potential outcomes.

8. **Shy away from tough assignments? Start small.** You don’t have to volunteer to go start up an office in a new region/culture or lead a downsizing effort where you have to make tough decisions. Instead, raise your hand for something close to your subject-matter expertise or known expertise. Volunteer to train someone new. Visit a client site. Learn a new skill. Raise the bar on the new or challenging tasks as you develop a comfort level with the unknown. What’s the worst you can do? Fail? Courage involves pushing the envelope, taking chances, and suggesting bold new initiatives. Doing those things leads to more misfires and mistakes. Treat any mistakes or failures as chances to learn. Nothing ventured, nothing gained. Research says that successful general managers have made more mistakes in their careers than the people they were promoted over. They got promoted because they had the guts to try, not because they were always right. Other studies suggest really good general managers are right about 65% of the time. Put errors, mistakes, and failures on your menu. Everyone has to have some spinach for a balanced diet. Don’t let the possibility of being wrong hold you back from standing alone when you believe it’s right.

9. **Holding back while others push forward? Support others who stand up.** Do you have a peer or colleague who is standing up for something important? Do you support their position? Then get up there with them. Show solidarity. Don’t just tell this person in secret that you think they are right. Demonstrate your support. Talk to your boss or other leaders to show your support. Campaign. Lobby key influencers. Talk to those who are in a position to make a difference. Communicate. Act. Follow through.

10. **Not making your point effectively? Deliver a direct message.** Be succinct. You have limited attention span in tough feedback situations. Don’t waste time with a long preamble, particularly if the feedback is negative. If your feedback is negative and the recipient is likely to know it, go ahead and say it directly. They won’t hear anything positive you have to say anyway. Don’t overwhelm the person/group, even if you have a lot to say. Go from specific to general points. Keep it to the facts. Don’t embellish to make your point. No passion or inflammatory language. Don’t do it to harm or out of vengeance. Don’t do it in anger. If feelings are involved for you, wait until you can describe them, not show them. People with courage take action to find a better outcome, not to destroy others. Stay calm and cool. If others are not composed, don’t respond. Just return to the message.

11. **Is it personal? Focus on the behavior, not the person.** If you are personally involved and you are delivering a message to someone who didn’t meet your expectations, stick to the facts and the consequences for you. Do it in a timely manner. Don’t wait for a formal development interaction. The closer the feedback is to the event, the more helpful it is. Separate the event from the person. It’s OK to be upset with the behavior, less so with the person, unless it’s a repetitive transgression. Most of the time they won’t accept it the first time you deliver the message. “I’m not happy with the way you presented my position in the staff meeting.” Many people are defensive. Don’t go for the close in every delivery situation. Just deliver the message enough so you are sure they understood it. Give them time to absorb it. Be prepared for their emotion. Allow the time for them to process the emotion. Don’t seek instant acceptance. Just deliver the message clearly and firmly. Don’t threaten.

12. **Not clear on what you want? Let others know your expectations.** Giving feedback demands courage. Often, people stop there and think they are done. Feedback isn’t helpful if you only call out the behavior and don’t say what you want. Clearly state the corrective action you expect from the person. Make sure it is specific, actionable, and behavioral so they know exactly what they need to do to change. You can’t expect someone to make a change if you don’t tell them how.

13. **Catching others off guard? Choose the appropriate time and place.** Effectively giving direct and actionable feedback involves delivering negative messages with the minimum of noise and the maximum effect. Tread boldly but carefully. Deliver messages in private. Cue the person what you are coming to talk about: “I have a concern over the way X is being treated and I would like to talk to you about it.” Give the person a road map for the conversation. Consider but don’t be deterred by political considerations. Pick the right timing. A relaxed setting. With time to spare. Don’t try to fit it into an uncomfortable elevator conversation. If possible, let the person pick the timing and the setting.

14. **Focusing on the negative? Bring a solution if you can.** Nobody likes a critic. Everybody appreciates a problem solver. Give people ways to improve; don’t just dump and leave. Tell others what you think would be better—a paint a different outcome. Help others see the consequences. You can ask them what they think. Also, you can tell them what the consequences are from your side if you are personally involved (“I’d be reluctant to work with you on X again”).

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**Job Assignments**

- Manage a group through a significant business crisis that requires quick action and difficult decisions.
- Manage a cost-cutting project where you need to reduce inventory, resources, or realign the organization, such as shutting down a plant, regional office, product line, business, or operation.
- Do a postmortem on a failed project, identifying what went well, what didn’t go well, what could have been done differently, and your suggestions for the future. Present it to the people involved.
- Work on a team looking at a reorganization plan where there will be more people than positions and requires courageous decisions and clear communication.
- Write a proposal for a new policy, process, mission, charter, product, service, or system, and present and sell it to top management.
Builds Organizational Capability

Build organizational capability to ensure a robust pipeline of diverse talent to capitalize on opportunities.

Self-Development • Communicates Effectively • Collaborates

Self-Development – Actively seeking new ways to grow and be challenged using both formal and informal development channels.

Communicates Effectively – Developing and delivery multi-mode communications that convey a clear understanding of the unique needs of different audiences.

Collaborates – Building partnerships and working collaboratively with others to meet shared objectives.

Use the questions below to reflect upon your strengths and development needs in this dimension of the Eaton Leadership Model. For more detailed information and development suggestions, use the guide to assess the proficiency level for the competencies that make up the Builds Organizational Capability dimension.

The color coding of each competency indicated below and throughout the guide, indicates the difficulty to develop of that particular competency. Please note, competencies in black text have not been assigned a level of difficulty.

- ☢ = Difficult to develop,  ● = Moderate to develop,  ●● = Easier to develop

Self-Development | Communicates Effectively | Collaborates

☢ Do you actively seeking new ways to grow and be challenged using both formal and informal development channels?  
☢ Are you able to build partnerships and work collaboratively with others to meet shared objectives?  
☢ Do you develop and deliver multi-mode communications that convey a clear understanding of the unique needs of different audience?
Builds Organizational Capability

## Self-Development

### Skills

<table>
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<tr>
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<tbody>
<tr>
<td>• Doesn't put in the effort to grow and change.</td>
<td>• Shows personal commitment and takes action to continuously improve.</td>
<td>• Takes consistent action to develop new skills.</td>
<td>• Develops just for the sake of development, without focus or objective.</td>
</tr>
<tr>
<td>• Is fearful of making mistakes that accompany development.</td>
<td>• Accepts assignments that broaden capabilities.</td>
<td>• Finds ways to apply strengths to new issues.</td>
<td>• Focuses on own development at the expense of meeting other obligations.</td>
</tr>
<tr>
<td>• Lacks awareness or interest in using available developmental resources.</td>
<td>• Learns from new experiences, from others, and from structured learning.</td>
<td>• Is aware of the skills needed to be successful in different situations and levels.</td>
<td>• May be susceptible to the latest self-help fads.</td>
</tr>
<tr>
<td></td>
<td>• Makes the most of available development resources.</td>
<td>• Seeks assignments that stretch him/her beyond comfort zone.</td>
<td></td>
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</tbody>
</table>

### Context

The bottom line is, those who learn, grow, and change continuously across their careers are the most successful. The skills someone has now are unlikely to be enough in the future. Acquiring new skills is the best way to navigate an uncertain future. Some won’t face their limitations. They make excuses. Blame it on the boss or the job or the organization. Others are defensive and fight any corrective feedback. Some are reluctant to do anything about their problems. Some want a quick fix—they don’t have time for development. Other times, people simply don’t know what to do. There is great value in learning to learn from experience. Becoming a lifelong learner isn’t just a catchphrase. Being committed to self-development means you look for ways to build skills that you will need in the future. You look to grow from experience. Seek out feedback and are open to what you hear. Challenge yourself in unfamiliar settings. Try out new skills. Learn from others. Outcome? Work is more interesting. You are less likely to get stuck in a rut—or in your current position. You can stretch yourself to develop and grow in ways that perhaps you didn’t think you could. Development is a personal commitment. You make the choice.

### Some Possible Causes of Lower Skill

Causes help explain why a person may have trouble with Self-Development. When seeking to increase skill, it’s helpful to consider how these might play out in certain situations. And remember that all of these can be addressed if you are motivated to do so.

- Arrogant; doesn’t have any weaknesses
- Afraid of new experiences
- Doesn’t know what to do
- Doesn’t know what to develop
- Unsure of what is needed at the next level
- Relies on the organization for development
- Satisfied with current skills
- Doesn’t think people really can change
- Natural learners are more willing to take the risk because they are less worried about how they may be perceived by others. To them, the learning is the outcome. It is less about confidence in their ability and more about growing. Did you know you can shift your mindset? You can train yourself to be a leaner. But you must be willing to expand your horizon. Be curious. Continuously look for opportunities to stretch yourself. See each situation as a learning opportunity.

### Tips to Develop Self-Development

1. **See yourself as not being able to develop? Change your mindset.** Some people are natural learners. They always look to learn something new from every situation. Some people are not natural learners. They are more performance oriented—get the job done and move on. Performance-oriented people tend to avoid new situations in which they may fail. Why? Because failing at a task translates to judgment, in their mind. Natural learners are more willing to take the risk because they are less worried about how they may be perceived by others. To them, the learning is the outcome. It is less about confidence in their ability and more about growing. Did you know you can shift your mindset? You can train yourself to be a leaner. But you must be willing to expand your horizon. Be curious. Continuously look for opportunities to stretch yourself. See each situation as a learning opportunity.

2. **Not sure where to start? Do a skills audit.** First, get a good multi-source assessment, a 360 questionnaire, or poll 10 people who know you well to give you detailed feedback. What are you doing well? Not so well? What should you keep doing? Stop doing? You don’t want to waste time on developing things that turn out not to be needs. At the same time, rate yourself. What do you see as your strengths? What areas do you need to develop? Where do you suspect you have strengths but you haven’t had the opportunity to try? Group your skills into categories. Clear strengths—me at my best. Overdone strengths—I do too much of a good thing. So much so that it is limiting my success. Hidden strengths—others rate me higher than I rate myself. These are untapped resources. Blind spots—I rate myself higher than others rate me. These are behaviors that get in the way of your success without your awareness. Weaknesses—I don’t do it well. Obvious areas that you know you need to improve upon. Untested areas—I’ve never been involved in that area. Don’t know—I need more feedback. Once you have your skills grouped into categories, create a plan of attack. What is most important for you to work on now? Where can you have the biggest impact now and for the future? Figure out a plan for how to grow in this area.

3. **Wondering what to focus on? Identify your values and organizational priorities.** Feedback is helpful, but you need to place it in context to determine priorities. First, ask yourself a few questions. What matters to you? What motivates you? What is most interesting to you? What do you want to accomplish in your career? What is important for success in your current role? What would help you be more successful here? Leveraging strengths? Overcoming certain weaknesses? Also consider your future. Where do you want to go? What are the skills that are needed in your next position? When you compare your current capabilities with where you want to go, you can identify areas for development that are most essential. Second, identify what matters to others. What do other people—such as your boss, senior management, and others—expect from you and desire from you? What is important to the organization? Identify the sweet spot between what is important to you, important to the organization, and where there are gaps between these values and your skill set. These are your developmental priorities.
4. **Want to be ready for your next role? Do your research and be prepared.** Think about what you want to accomplish next in your career. A lateral move? International assignment? More leadership responsibility? Moving to a new functional area? Think through what skills are necessary to be successful in this role. Do your research. Work with HR or ask someone who’s currently in the job. What skills do people have who are successful in this role? Then, compare. How do your strengths align with this new role? Where do you need further development? Where are the gaps? Start working toward closing those gaps. When the opportunity arises, you want to be ready to move.

5. **Know what you need to develop? Prioritize.** Once you have compared your skill set to what is important for success now and in your next role, identify your development priorities. But not too many! People are most successful when they work on one or two things at a time. Set your development goals. Make a plan. Share your plan with someone else. You are more likely to achieve success if you have built in accountability measures. Ask for their help. Make sure that your goals are SMART (Specific, Measurable, Achievable, Relevant, Time-bound) goals. Start small and work up as you experience success.

6. **Not applying your talents? Leverage your strengths.** A Gallup study found that individuals who are coached to utilize their strengths are more engaged employees in terms of productivity and tenure. Part of self-development is knowing when to draw upon the strengths you already possess. Where do you have skills that aren’t being utilized? What have you mastered? What do you learn quickly? What gives you the most satisfaction at work? What are three things you can start doing today? Where can you use your strengths to help others? Can’t use your strengths in your current job? How about a project, special assignment, or a task trade? Maintain the clear strengths you will need in the future by testing them in new task assignments. Coach others on your strengths. In turn, ask others to coach you on theirs.

7. **Never tried it? Focus on untested areas.** Minimize weaknesses, but also go after untested areas—skills that you have not developed but are likely to be important in the future. Often, people are promoted based on their performance in their current job. But the skills needed in their next position may be very different. In our research, we find that managers are rated as “highly skilled” on behaviors that are more tied to performance at the individual contributor level. Not enough development is happening over time. Few managers are good at developing talent at first. Few executives are good at driving vision and purpose. But did they ever have a real chance to develop in these areas? The key is to find out the core demands of performance in a role, then develop the skills before they are necessary. Get involved in small versions of your untested areas. Write a strategic plan for your unit, then show it to people. Negotiate the purchase of office furniture. Onboard someone new. Write down what you did well and what you didn’t do well. Then try a second, bigger task. Again, assess the experience. At this point, you may want to read a book or attend a course in this area. Keep upp ing the size and stakes until you have the skill at the level you need it to be.

8. **Signing up for class after class? Learn on the job.** Learning does not only happen in a classroom or through a book. The best learning happens when you are on the job. Use real-life challenges as learning experiences. Volunteer for a special project. Help a person learn something within your expertise. Take on a project. Volunteer to sit on a task force. Task forces are an effective way to learn from your peers and expand your business knowledge. They require learning other functions and businesses. Work with different cultures or nationalities. Work with others in a collaborative manner to rapidly address an issue. Diversity of experience is the single best way to develop new skills. Try something new every day to force yourself outside of your comfort zone. These opportunities stretch your skills in a real-life way. They push you to work with different people. They broaden your horizon. Venture beyond your normal experience and look at things from a different light.

9. **Not leveraging development resources available to you? Find a coach or a mentor.** Pick a person in the organization who is known for their strength in the area that you’d like to develop. Observe what they do and how they do it. If possible, ask for a meeting/lunch to discuss their success and the things they have learned. See if the person has any interest in teaching you something and being a temporary coach. Get to know other potential advocates on- and off-work. Go for maximum variety in the towering strengths they possess. Working with a mentor is a great way to develop. But, vary your mentors and coaches. Try not to get stuck in a rut relying on the same people for much of your career. You don’t want to become a “mini me” of your mentor. Utilize a variety of people to help you develop the skills you are looking to grow.

10. **Don’t learn from experience? Become reflective.** People who are good at self-development build time into their schedule to develop from experiences. They seek to achieve results but also look to learn and grow from a situation. After each experience—whether a project, task force, new challenge—reflect. What went well? What didn’t? What could you have done differently to achieve a better outcome? What skills were you lacking? Where do you need additional expertise or experience? Take your learning and put it into practice the next time. Add the learning to your development plan. How can you continue to build on it? Use your experience to help drive your future growth. Watch out for the “haven’t the time” trap. There’s always something that seems more important than reflection. But check yourself. Don’t rush to the next task. Plan to reflect.

11. **Need support? Show others you take your development seriously.** State your development needs and ask for their help. Research shows that people are much more likely to help and give the benefit of the doubt to those who admit their shortcomings and try to do something about them. They know it takes courage. Don’t stop at asking for feedback. Ask people for their help in your development. Can they act as a coach? Can they teach you a new skill? Can they be a springboard for new ideas? Utilize the people around you to help in your development.

12. **Frustrated by lack of progress? Understand that development takes time.** Development doesn’t happen overnight. It takes time to make changes that are noticeable, sustainable, and position you well for future success. Just like there is no “easy” button to prepare for a marathon, plan a significant event, or write a book, there are no shortcuts for your own growth. Research suggests that deliberate and sustained practice is necessary to really hone a skill to make it a strength. Malcolm Gladwell, in Outliers: The Story of Success, reports that people need to practice something for 10,000 hours before they master the skill. It can be a long haul. Set your goals. Work your plan. Celebrate small wins along the way.

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**Job Assignments**

- Take on a task that you have never tried, dislike or hate to do, and is outside of your domain. Stick to it and focus on the learning you’re deriving from it.
- Teach/coach someone how to do something you’re an expert in. Invite them to tap into your knowledge and the lessons you took from your experiences.
- Attend a course or event which will push you personally beyond your usual limits or outside your comfort zone.
- Find and spend time with an expert to learn something in an area new to you, in either a work or non-work setting.
- Take on an assignment outside of your current organizational area or region to practice working within a different organizational or global culture.
Builds Organizational Capability

Communicates Effectively

<table>
<thead>
<tr>
<th>Skills</th>
<th>Context</th>
<th>Some Possible Causes of Lower Skill</th>
<th>Tips to Develop Communicates Effectively</th>
</tr>
</thead>
<tbody>
<tr>
<td>Less Skilled (APEX Rating 1)</td>
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<tr>
<td>Has difficulty communicating</td>
<td>Organizations thrive when the flow of information and ideas is timely and accurate. When quality of communication is a</td>
<td>Causes help explain why a person may have trouble with Communicates Effectively. When seeking to increase skill, it's</td>
<td>1. <strong>Tend to be quiet? Push yourself to connect.</strong> Each of us is wired differently. Extraverts get their</td>
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<tr>
<td>clear written and verbal</td>
<td>consistent high priority. Good communication results in mutual understanding, harmony, and action. Poor communication</td>
<td>helpful to consider how these might play out in certain situations. And remember that all of these can be addressed</td>
<td>energy from interactions with others. They may speak more easily, enjoy gatherings, and develop ideas out</td>
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<td>messages.</td>
<td>wastes time and resources, hinders goal accomplishment, and sours</td>
<td>if you are motivated to do so.</td>
<td>loud. Introverts may hold back more. They want to get more information before they speak. They prefer</td>
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<td></td>
<td>relationships. Leaders communicate to inform, persuade, coach, and</td>
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<td>writing to speaking. If you are this quieter, more reserved type, recognize that others want to hear from</td>
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<td>inspire. People at all levels share ideas, learn from each other, and</td>
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<td>you. They want to know your thoughts and perspective. So push yourself to be part of the conversation.</td>
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<tr>
<td></td>
<td>keep each other informed about problems, opportunities, progress, and</td>
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<td>Want more information before you speak? Show interest by asking questions. Feeling great about something?</td>
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<td></td>
<td>solutions. Effective communicators provide a clear message that is</td>
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<td>Let people know. Have a better idea? Follow up after the meeting ends. Like a book or helpful website?</td>
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<td></td>
<td>understood by everyone in the audience. They are attentive listeners</td>
<td></td>
<td>Send an enthusiastic e-mail. Let yourself pause when you need to think. Find quiet moments to gather your</td>
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<td></td>
<td>who are open to others’ ideas. They deliver a message that is consistent</td>
<td></td>
<td>thoughts. But remember to join the conversation. You have a lot to add.</td>
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<td></td>
<td>but fine-tuned for a particular audience. It has just the right tone.</td>
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<td></td>
<td>The perfect pacing. The best possible wording. The audience finds the</td>
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<td>message to be crisp. Relevant. Impactful. Effective communication,</td>
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<td></td>
<td>whether written or verbal, enables you to convey your vision, to point</td>
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<td>the way forward, and to energize others to work together and pull in the</td>
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<td>same direction.</td>
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<td>Skilled (APEX Rating 3)</td>
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<td>Is effective in a variety of</td>
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<td>communication settings: one-on-</td>
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<td>one, small and large groups,</td>
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<td>or among diverse styles and</td>
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<td>position levels.</td>
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<td>Attentively listens to others.</td>
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<td>Adjusts to fit the audience</td>
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<td>and the message.</td>
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<td>Provides timely and helpful</td>
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<td>information to others across</td>
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<td>the organization.</td>
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<td>Encourages the open</td>
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<td>expression of diverse ideas</td>
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<td>and opinions.</td>
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<tr>
<td>Talented (APEX Rating 5)</td>
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<tr>
<td>Delivers messages in a clear,</td>
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<td>compelling, and concise manner.</td>
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<td>Actively listens and checks for</td>
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<td>understanding.</td>
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<td>Articulates messages in a way</td>
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<td>that is broadly understandable.</td>
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<td>Adjusts communication content</td>
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<td>and style to meet the needs of</td>
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<td>diverse stakeholders.</td>
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<td>Models and encourages the</td>
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<td>expression of diverse ideas and</td>
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<td>Overused Skill</td>
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2. **Like to ensure you’re heard? Quiet down and listen.** Energy can be engaging. But if you’re too loud or talkative, you may alienate more quiet or task-focused colleagues. Maybe others can’t get their work done when you’re around. Meetings can’t start on time because you are busy with side conversations. Or others aren’t heard because you dominate discussions. If you’re naturally outgoing, practice a little self-observation to see if your behavior is a problem. Or ask others what they see. Then learn to quiet yourself down so that others can speak. Find other, appropriate outlets for your energy. At work, learn to respect others’ space and time. Balance speaking with listening. Do you tend to speak more in meetings than anyone else? Are you always the first to answer a question or offer an opinion? Hold back. Let others speak first. Listen to what they have to say and then comment. Pace yourself. For every instance that you chime in to the conversation, don’t speak again until two or more of the participants have had a say. Occasionally, try saying nothing.

3. **Not open to others’ ideas? Solicit input and discussion.** In love with your own ideas? Like to figure things out and do your own planning? Issue orders and give instructions? Effective communicators see the value of different perspectives. They listen to others, brainstorm ideas, and collaborate on plans. They are open to what they can learn. To improve as a communicator, set aside the need to know it all. Ask what others can contribute. Welcome divergent views. Put yourself in learning mode. Even when ideas conflict, new and better solutions can emerge. If you are closed to new ideas or think you already know everything there is to know, then you are not a great communicator. Period.
4. **Sending the wrong signals? Watch your non-verbals.** Praise yourself on preparing for meetings? Have all of your messages lined up and ready to deliver? Your preparation can be derailed by a few unconscious mannerisms or non-verbal habits. Non-verbals can cause distractions or send unintended signals like impatience, disinterest, or nervousness. To clean up your non-verbals, give others your full attention. Turn away from your computer, shut off your cell phone, and set distractions aside. Keep your facial expressions open and friendly. Watch out for habits like glancing at your watch, checking for incoming messages, or giving an impatient “I’m busy!” look when people need more time. Avoid fidgeting. Don’t let your eyes “glaze over.” Stay focused and have good eye contact. Ask a few trusted friends what they’ve observed. Work on eliminating mannerisms that suggest you’re disinterested.

5. **Using jargon or acronyms? Choose clear language.** Every group has a lexicon of its own. Teenagers, Politicians, Technical groups such as systems engineers. Functional groups such as finance and human resources. They use acronyms specific to their function or sector—ROIC for “return on invested capital” or OPEC instead of “Organization of the Petroleum Exporting Countries.” They fall back on jargon, choose an abstract term, or string too many nouns together. Like writing “visual pattern identification depiction” when “map” would do. If you are writing or speaking for an insider group, you may not need to translate anything. In fact, it can make you sound more credible when you speak their insider lingo. But to reach a wider audience, you need to state things as simply as you can. Watch out for jargon, acronyms, and insider terms. Translate slang—especially if you are writing for an international audience. Watch out for spelling and usage errors. If you’re a regular texter, you may have fallen into some bad habits. Ask someone from your target audience to review your work for clarity. Use grammar check in Word to flag any unusual constructions. Use a thesaurus to find the best vocabulary. Use a style guide—such as Strunk and White’s The Elements of Style—for ideas on how to make things clear.

6. **Communications missing the mark? Adjust for individual differences.** Do people sometimes not understand you? What you are saying seems perfectly clear to you. But others ask, “What exactly do you mean?” A lot of miscommunication occurs because people process information differently. Some get the picture without a lot of detail. Others need more explanation or examples to understand clearly. Some need an illustration or a case study. Others ignore the diagrams. Some like to take notes. Others retain most of what they hear. Don’t assume that everyone processes information as you do. Get to know the communication styles of the people around you. Investigate what’s worked before. What they relate to and what they don’t. What pace is appropriate? What techniques they like? What holds their interest? What approaches have they rejected? What level of detail they’ve asked for from others? How do they provide information to others? (People often deliver as they like to receive.) Research your audience and tailor your approach.

7. **Don’t know where to start? Create a plan and an outline.** Plenty of ideas to share, but find it hard to get started? Whether you are writing or presenting, whether your message is targeted for a large group or for a one-to-one dialogue, start by planning. Who is your audience? What is the main message? What is your main objective in communication? To inform? Entertain? Influence? Motivate? How much time or how many pages will you fill? Once you’ve identified these parameters, move on to the outline. State your message or purpose in one or two lead sentences. What in the introduction will grab the reader or the audience? Then outline three to five chunks of your argument to support your thesis. What are your priority points and how will you explain them? Organize the detail under the main points. Some points are made better by example, some by the logic of the argument, some by facts or stories. Check your facts and assertions for accuracy. Finally, how will you close? Do you want to move others to action? Or inspire them with a final, powerful message? Or maybe you just want to give them more resources for learning. Use your outline as you actually create the document or presentation. Change it only when there is a good reason to do so.

8. **Messages not flowing? Create a first draft—and then edit.** When you write, any sentence that does not relate to your main message should not be there. When you speak, everything you communicate needs to keep the audience engaged. Great writers and speakers seem to do this effortlessly. Their thoughts flow. Their words have rhythm and cadence. Their messages have immediate impact. You want to be great. But if you aim for perfection the first time, you can get stuck. Whether you are writing an article or creating a presentation, free up your writing by letting it all flow before you edit. Don’t worry about grammar or the fine details of PowerPoint until you get your thoughts out. Get the words down first, then go back to make changes. Set your draft aside for 24 hours and then go back to it. You will see it with fresh eyes and have a better perspective on what needs to be changed. Read what you’ve written out loud to hear the places you can make changes. You will find new ways to make your writing or your presentation flow.

9. **Lack impact? Amp up your personal power.** When you look your best, it makes an impression. Your posture, choice of wardrobe, and other factors send important signals. Look confident and approachable. Observe the people around you. Who consistently looks great? Who attracts you so that you want to talk to them? Do they dress formally or informally? On-trend or conservatively? How about the people above you? What does “dress for success” look like in your organization? Now do an honest appraisal of yourself and your wardrobe. Toss out anything shabby, ill-fitting, or unflattering. Invest in a few new items that help you shine. Like suits or jackets for when you need to be more formal and some good-looking pieces for casual situations. Ask friends for some input and do the same for them. Consider your physical presence. Can you become more fit and energetic? Maybe you could get more sleep or eat better. Maybe you need a lunch-hour walking group or regular trips to the gym. The idea is not to become a clone of anyone else—but to present your best self. Have fun with this.

10. **Need to hold attention? Ramp up the visuals.** We live in a visual age. Information comes in pictures and sound, via e-mail and video link. People scan documents rather than read them. They use an electronic newsletter to share information. They multi-task during dull conference calls. Cut through the clutter. People will listen and read—but they need shorter, more succinct messages and visual cues that tell them what is important. Remember that everyone is suffering from information overload. If an e-mail doesn’t grab the reader in less than 10 seconds, your whole message will be ignored. They need to see immediately why your presentation or document is worth your time and attention. Support conference calls with a few short slides. Break up a long document with call-outs and illustrations. Create section heads and use fonts effectively to keep the eye moving through long text. Great graphics are not a substitute for great thought—but they go a long way toward keeping the audience engaged.

11. **Addressing multiple audiences? Adjust your message.** Unfortunately, one presentation or document generally does not play equally well across differing audiences. Whether you are writing or speaking, you will have to adjust the length, tone, pace, style, and even the message and how you couch it for different audiences. Writing for high-level management? Use an executive summary. At the end, tell them what decision you are asking for. If they indicate interest, follow up with the longer document. In formal presentations, keep the supporting visuals short and offer to send supporting data later. Adjust the supporting information to the needs of the audience. Need to keep the legal group informed? Supply them with the why, the history, parallels in the marketplace, legal-pathos. Direct reports? They need implementation detail. You may need to write one long document and then break it up and move elements around for various audiences. Don’t try to make one document stretch. If you have time, run your speech or writing past someone who represents this group. If they understand your message, you have a better chance of reaching everyone.

12. **Losing your audience? Check in with them.** You’ve identified your target audience. You’re pretty sure you understand their challenges. You’re speaking their language. You know why they would want to listen to you. Then 10 minutes into your presentation you’re seeing puzzled looks. Closed faces. People are fidgeting or checking their messages. This doesn’t mean your presentation is a failure—but it is important to check in to find out what’s going on. If you’re losing your audience, stop what you’re doing and ask what’s going on. Are there any questions so far? Are you going too fast or too slow? Do people need a break? Maybe the room is too hot. Or it’s the end of the week and people are just tired. Or they want to stop listening and discuss something you’ve said. Consider the audience as an important participant in your presentation. Change your pace or language. Move more quickly or slowly through the material. Be flexible in meeting their needs.
13. **E-mail rhetoric heating up? Talk directly.** E-mail is essential to organizational communication. It’s a great way to send info, set up meetings, convey documents, and make requests. But it’s a poor way to convey emotion or discuss really complex matters. There’s no tone of voice, body language, or facial cues to help the recipient interpret your mood. Taken out of context, “thank you” can sound grateful—or dismissive and sarcastic. Research shows that we lose half of our communication power when not face-to-face and an even higher percentage when not voice-to-voice. To avoid misunderstanding, soften your messages with greetings and appropriate personable comments, as you would in an informal letter or a phone call. Don’t use e-mail to conduct an argument, convey hurt feelings, issue brusque orders, or justify your position to others. When an e-mail exchange is especially contentious, don’t hit send until you’ve had time and space to reflect. Better still, when things get heated or emotional, reach for the phone instead. If you’re in the same office, go and see the other person. Apologize for anything that has been misconstrued. Offer to have a full conversation and repair the damage before it starts.

14. **Difficult conversation? Acknowledge emotions.** Emotional conversations are the most difficult. When you need to convey bad news. Deliver a poor performance review. Discuss conflict or a misunderstanding. If you are faced with a meeting like this, don’t make the mistake of ignoring or avoiding emotions. Start by asking questions of yourself. What is it about this conversation that makes it difficult for you? What emotions or worries does it create? What emotional reactions might the other person (or group) have? Once you have acknowledged this, it will be easier to think about what information you need to communicate and the best way to do it. Process emotion, but don’t get stuck there. Move on to what needs to be discussed. Focus on your main message and make sure it doesn’t get buried by other information. Focus on a good outcome and create an understanding of next steps.

15. **Driving a strategic message? Plan carefully and follow the plan.** There may be times when you need to lead or be part of a strategic communication. When strategy and timing are crucial. When confidentiality is paramount. Whether you’re the CEO making an announcement, the head of a function or department, or a manager of a small team, determine which internal and external audiences you need to reach. When and how messages need to be communicated. Is this a crisis, a positive development, or the rollout of a new process? An internal message only or external as well? What media—including social media—will you use? Who will speak? When will they speak? How will you balance the “need to know” with confidentiality issues? What role will managers and supervisors play in informing their staff? How will you handle leaks and rumors, both internally and externally? Whether you are a leader of the strategy or a communicator in the chain, respect the plan and process. Pull in resources from marketing, communications, HR, and/or legal to advise you.

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**Job Assignments**

- Lead or join a team charged with communicating a major change initiative in your function. Think carefully about the challenging messages that need to be conveyed and plan how you will cover them clearly and succinctly.
- Create and deliver a presentation on a new technological development that could revolutionize your business area. Think carefully about how you tailor the presentation to suit the audience.
- Write a report justifying a major capital investment in new production equipment. Communicate the financial information clearly to engage and inform the reader.
- Collect ideas to improve a critical process in your function and write a synopsis discussing the merits of each.
- Lead a team discussion on how to improve their accountability and commitment to each other. Use this as an opportunity to involve everyone. Draw them into the conversation and make them feel involved.
# Builds Organizational Capability

## Collaborates

<table>
<thead>
<tr>
<th>Less Skilled (APEX Rating 1)</th>
<th>Skilled (APEX Rating 3)</th>
<th>Talented (APEX Rating 5)</th>
<th>Overused Skill</th>
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</thead>
<tbody>
<tr>
<td>Overlooks opportunities to work collaboratively with others.</td>
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<tr>
<td>Values own interests above others.</td>
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<td>Shuts down lines of communication across groups.</td>
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<td>Prefers to work alone and be accountable for individual contributions.</td>
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<tr>
<td>Works cooperatively with others across the organization to achieve shared objectives.</td>
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<tr>
<td>Represents own interests while being fair to others and their areas.</td>
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<tr>
<td>Partners with others to get work done.</td>
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<td>Credits others for their contributions and accomplishments.</td>
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<td>Gains trust and support of others.</td>
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<td>Models collaboration across the organization.</td>
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<td>Facilitates an open dialogue with a wide variety of contributors and stakeholders.</td>
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<td>Balances own interests with others’.</td>
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<td>Promotes high visibility of shared contributions to goals.</td>
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<tr>
<td>Is overly consensus-driven and struggles to make decisions in a timely manner.</td>
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<td>Risks being perceived as lacking courage and failing to stand up for own beliefs.</td>
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<td>May be too accommodating.</td>
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<td>May prioritize collaboration at the expense of making tough decisions.</td>
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</table>

## Context

Inside and outside of work today, it's hard to find examples where anything of value gets done without collaboration. Collaboration is the art of bringing people together to leverage their skills, talents, and knowledge to achieve a common purpose. Collaborating creates synergy—resulting in a combined effort with greater results than those achieved by individuals. It breaks down barriers. Increases mutual respect and recognition. Helps overcome issues of poor communication, lack of cooperation, suspicion, and a myriad of dysfunctional behaviors. Collaborative relationships must be managed so the friction is removed and the power of those relationships can be realized. Good collaboration is all about reciprocity. Mutual openness and idea sharing. Mutual accountability and commitment. The most effective collaborators know when it's the right time to bring people together. What has to be achieved and why? Who has what's needed to reach the goal? How those relationships can be realized. Good collaboration leads to more efficient use of time and resources and the easy exchange of ideas and talent. Things get done quicker. Ideas are built upon. There is less duplication of effort. People are more likely to be committed rather than just compliant.

## Some Possible Causes of Lower Skill

Causes help explain why a person may have trouble with Collaborates. When seeking to increase skill, it's helpful to consider how these might play out in certain situations. And remember that all of these can be addressed if you are motivated to do so.

- Isn't forthcoming with information
- Competitive with peers
- Doesn't respect other groups
- Impersonal style
- Isn't a team player
- Possessive
- Poor time management
- Doesn't communicate well
- Poor collegial skills
- Overly formal in relationships

## Tips to Develop Collaborates

1. **Have a decision to make? Think collaboration.** People are more likely to be motivated to support a decision that they have helped make. When a decision is required, first think about whether it can be made in a collaborative manner. That's not always the case. The need for speed may override involvement. But, in most cases, inclusive decision making drives more effective solutions. Deeper analysis. More creative ideas. Buy-in from those involved. Who needs to be involved? Who has a stake in the decision? Who needs to buy in? Consult with others and share information. Ask people what they want to know. Make sure you give them a sense of the big picture and relevant information. Invite input and feedback. Then, listen. What do they think is the core issue? What ideas do they have? Brainstorm to work out a decision that has the greatest benefit.

2. **Not clear on where others are coming from? Work to make connections.** Collaboration is not just creating dialogue. It is about making connections with others. Research suggests that the best collaborators are connectors. They connect ideas outside of the organization with internal challenges. They help build bridges throughout the organization. Ultimately they link people, ideas, and resources that would not normally connect with one another. The key is to connect. Build trust. Build relationships. Connect your priorities to those of others. In each situation where you are working with other people, it is important to think about their perspective. Where are your viewpoints similar? Where are they different? Relate your goals to theirs. Are there interdependencies? What initiatives or projects do you have in common? How do your values align? Bring similarities to the forefront. Look for ways that you can bring external ideas into the discussion. Link resources. Shine a light on alignment between groups and individuals. Don't think there are connection points? Watch and observe. Ask questions. Get to know others. Chances are the more you listen and become aware, the more likely you are to find ways to connect.
3. Need help but don't know how to ask? Clarify your needs. Others can't read your mind. When you need help from others, the best thing you can do is ask for it. Before talking to the person, think about your key messages. What is it that you really want to accomplish? Do you need extra resources? Ideas? Time? Are there ways for your groups to work together more effectively? Be very specific around your need and what you are requesting from the other person. Ask plainly. Don't beat around the bush. What do they have that you need? What support do you think they can provide? What difference will this make to you? If you don't know, explain your situation and ask for their input. What suggestions do they have? How might they be able to help? If they can't help, whom can they suggest? In turn, think about how you can help them. Collaboration is about give-and-take. Where can you find synergies that benefit the organization and get better results?

4. Lack position power? Be an influencer. Peers generally do not have authority over each other. That means that influence skills, understanding, and trading are the currencies to use in collaboration. Don't just ask for things. Find some common ground where you can provide help. What do the peers you're contacting need? Do you really know how they see the issue? Is it even important to them? How does what you're working on affect them? If it affects them negatively, can you trade something, appeal to the common good, figure out some way to minimize the work (volunteering staff help, for example)? Try to connect your messages to what is important to the other person or their area of the organization. People are more likely to buy into something, even if it doesn't help them, if they can see the broader organizational benefit.

5. Overwhelmed by the complexity of the organization? Learn to maneuver. Wondering how to get things done across the complexity of the organization? Who are the movers and shakers in the organization? How do they get things done? Who do they rely on for expediting things through the maze? Who are the major gatekeepers. Who controls the flow of resources, information, and decisions? Who are the guides and the helpers? Get to know them better. Who are the major resisters and stoppers? Learn to watch people and observe behavior before you need to collaborate. Build relationships with others before you need help. You will have a much better sense of who you are dealing with and who to trust when the time comes to work together. In a virtual world, you may need to use different approaches. Face-to-face is usually best. But you may need to be creative in how to best connect with others outside of your immediate location. Think about cultural norms, values, and differences before you reach out to others across the organization. Be prepared. Be observant. Know who you are dealing with before you initiate a conversation.

6. Not sure what others want? Listen. It's easy to assume you understand someone’s position. Do you walk into meetings with preconceived notions of their views? Do you do people's sentences and not hear what they think? Do you really know what is going on in their heads? The only way to truly understand what's important to them is to ask questions and listen. Open-ended questions. Questions that cannot be answered with a one-word answer. Tell me more about…” “How did you…?” “What do you think about…?” Show through your non-verbals that you are paying attention. Nod in response to what they're saying. Maintain good eye contact. Ensure your posture is open (no folded arms). Make notes on key points. Summarize what you are hearing. Paraphrase your understanding of what they say—“So what you're saying is…” Ask clarifying questions if you’re unsure. Demonstrate that you care and want to understand. This builds bridges with others. Digest what you're hearing. Does it make sense? Do you have a clear picture of what's important to them? If not, ask for more information.

7. Having trouble building trust? Make your intentions clear. People are less likely to want to work with you when they are not sure of your intentions or actions. When you begin a project, consult with others and provide information. Share your plans for dealing with an issue and invite input and feedback from others. Do something with what you have heard. Link their views to other aspects of the plan. Validate their input through making connections. Communicate freely and encourage others to do the same. If appropriate, conduct a town hall or a Q&A session. Be transparent and candid about decisions and plans. Be clear on your priorities. Paint a clear picture of the goal. What does success look like? Don't just talk about your values, live them. Let others know when things are not going well. Ask for their ideas on turning things around. Can't deliver on a commitment? Keep all relevant people informed. Not just about the problem, but also steps you are taking to correct it.

8. Collaborate only so far, then stop? Include others in executing on decisions. “Coming together is a beginning. Keeping together is progress. Working together is success.” Henry Ford got it right. Collaboration does not stop with the decision. It is just the beginning. Make sure you involve others in the action plan moving forward. Share responsibility. Clarify who is accountable for different aspects of the project. Be clear. When working with your team, delegate as much accountability as you can. Responsibility helps to drive ownership. Be clear on expectations and milestones. Have a plan to check in with each other. Follow your plan. When you need to adjust the plan, do so together. Share information freely and encourage others to do the same. Be quick to let people know if there are external changes affecting the initiative. Keep people in the loop and ask them to do the same.

9. Making the wrong impression? Pay attention to your personal style. Many times, negative personal styles get in the way of effective relationships. People who leave positive impressions get more things done with others than those who leave cold, insensitive, or impersonal negative impressions. Collaboration is easier when people are positive about each other. Convey warmth. Ask questions. Listen. Show your concern. Use humor. Offer your help. Be a person whom others want to be around. Not sure how you are perceived? Ask for feedback about your personal style. From multiple sources (boss, peers, colleagues). Use various methods. In person. Via a 360 survey. Listen. Make a plan. Show them that you can handle criticism and that you are willing to work on the issues they see as important.

10. One-sided in your interactions? Be more cooperative. If others see you as excessively competitive, they will cut you out of the loop and may sabotage your collaboration attempts. To be seen as more cooperative, explain your thinking and invite them to explain theirs. Generate a variety of possibilities first rather than stake out positions. Be tentative, allowing them room to customize the situation. Focus on common goals, priorities, and problems. Invite criticism of your ideas. Be helpful to others. Someone struggling with an issue? Read up on the subject. Offer them some suggestions. Know someone who's an expert in that area? Connect them. Someone stuck for ideas? Offer to brainstorm with them. See them making mistakes you've made? Offer to mentor. Have knowledge they don't? Share information. Look for ways to reach out and help others be successful. Be proactive. Look for ways to cooperate and support before you need to collaborate.

11. Getting competitive? Know the difference between healthy and unhealthy competition. Research shows that organizations that encourage people to offer help and ask for help are more successful than companies that create unnecessary competition and a “taker” mentality. It is one of the strongest predictors of team success. One-upmanship, pride, ego, and “not invented here” mentality all get in the way of success. Working well with peers over the long-term helps everyone, makes sense for the organization, and builds a capacity for the organization to do greater things. It encourages collaboration. Often the least-used currencies to use in collaboration. Don't just ask for things. Find some common ground where you can provide help. What do the peers you're contacting need? Do you really know how they see the issue? Is it even important to them? How does what you're working on affect them? If it affects them negatively, can you trade something, appeal to the common good, figure out some way to minimize the work (volunteering staff help, for example)? Try to connect your messages to what is important to the other person or their area of the organization. People are more likely to buy into something, even if it doesn't help them, if they can see the broader organizational benefit.

12. Lacking self-awareness in conflicts? Monitor yourself in tough situations. What's the first thing you attend to? How often do you take a stand vs. make an accommodating gesture? What proportion of your comments deal with relationships vs. the issue to be addressed? Mentally rehearse for worst-case scenarios/hard-to-deal-with people. Anticipate what the person might say and have responses prepared so as not to be caught off guard. Tend to think battle and justification? Think resolution and progress instead. Collaboration isn't caving to others' opinions. Rather, know where you stand and be able to communicate your perspective and needs in a direct, concise, and clear manner. Support your viewpoint with specific background and explanation. Tie your views back to the organizational goals and priorities. Focus on solving the problem rather than winning the argument.
13. **Are you taking all the credit? Pass along the praise.** When others have helped you achieve a goal, share the credit both privately and publicly. Tell others about cross-organizational collaboration. Talk about it with your team. With your boss. With your peers. When collaboration works, celebrate it. Show appreciation for the work of others. The more you talk about collaboration, the more people see its benefits. This helps generate more teamwork in the future. Celebrate accomplishments with your collaborators. Go out for lunch. Bring in dessert. Write personal thank you notes. Make sure that people know that you appreciate their work. When people feel recognized and feel that their contributions were noted, they are much more likely to want to work with you again in the future.

### Job Assignments

- Work on a project with someone you’ve disagreed with in the past so you can practice give-and-take dialogue, working through conflict, and finding shared goals and values.
- Volunteer to make a presentation on a group project. Ask everyone who participated on the project to help with the presentation and then debrief the situation after you are done.
- Resolve an issue in conflict between two people, units, geographies, functions. Help them share their perspectives, build understanding, and bring the issue to resolution.
- Manage a cost-cutting exercise or a project where there are various perspectives and inherent conflict, where you need to solve the problem and keep all parties satisfied.
- Take on a project that is too large for one person and requires cross-organizational collaboration in order to achieve results and solve the problem.
Demonstrates Our Leadership Style

Lead with the highest standards of honesty, integrity, and ethics every day and with every decision.

Lives Our Values • Instills Trust • Values Differences • Interpersonal Savvy

Lives Our Values – Demonstrates Eaton’s values and philosophy with every action and every decision.

Instills Trust - Gaining the confidence and trust of others through honesty, integrity, and authenticity.

Values Differences - Recognizing the value that different perspectives and cultures bring to an organization.

Interpersonal Savvy - Relating openly and comfortably with diverse groups of people.

Use the questions below to reflect upon your strengths and development needs in this dimension of the Eaton Leadership Model. For more detailed information and development suggestions, use the guide to assess the proficiency level for the competencies that make up the Demonstrates Our Leadership Style dimension.

The color coding of each competency indicated below and throughout the guide, indicates the difficulty to develop of that particular competency. Please note, competencies in black text have not been assigned a level of difficulty.

- = Difficult to develop,  = Moderate to develop,  = Easier to develop

Lives Our Values | Instills Trust | Values Differences | Interpersonal Savvy

- Do you demonstrate Eaton’s values and philosophy with every action and every decision?
- Are you able to gain the confidence and trust of others through honesty, integrity, and authenticity?
- Do you recognize the value that different perspectives and cultures bring to an organization?
- Are you able to relate openly and comfortably with diverse groups of people?
Lives Our Values

**Skills**

<table>
<thead>
<tr>
<th>Unskilled (APEX Rating 1)</th>
<th>Skilled (APEX Rating 3)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Compromises honest and ethical behavior of self or others</td>
<td>Is honest and ethical in all circumstances</td>
</tr>
<tr>
<td>Is disrespectful and acts without regard to the well-being and impact on others</td>
<td>Treats others with respect and consideration</td>
</tr>
<tr>
<td>Has low regard for maintaining the pride and self-esteem of others</td>
<td>Honors the pride and self-esteem of others</td>
</tr>
<tr>
<td>Compromises values to further perceived business advantage</td>
<td>Role model for honesty and integrity</td>
</tr>
<tr>
<td>Hangs back and lets other take the lead on ethical issues</td>
<td>Holds himself/herself and other accountable for demonstrating ethical behavior</td>
</tr>
<tr>
<td>Lacks courage to raise and/or follow through on ethical concerns</td>
<td>Executes on difficult decisions</td>
</tr>
<tr>
<td>Does not encourage employees to admit or report mistakes</td>
<td>Admits mistakes and encourages open dialogue</td>
</tr>
<tr>
<td>Does not understand or appreciate the risks and consequences of questionable conduct</td>
<td>Fosters an open and transparent environment</td>
</tr>
<tr>
<td></td>
<td>Champions ethics and compliance initiatives and training</td>
</tr>
<tr>
<td></td>
<td>Proactively identifies and manages ethics and compliance risks</td>
</tr>
<tr>
<td></td>
<td>Recognizes the role and importance of both rules and culture</td>
</tr>
</tbody>
</table>

**Context**

As a public corporation owned by its shareholders, Eaton’s fundamental purpose - the reason we exist - is to operate profitably, provide an attractive return for those who have invested in us, and increase shareholder value. Our continued success in fulfilling this fundamental purpose is dependent upon our ability to adapt profitably to the rapid changes in our global markets while never compromising our core values that guide our actions.

**Tips to Develop Lives Our Values**

1. **Read the overview about Eaton values and philosophy.** As a public corporation owned by its shareholders, Eaton’s fundamental purpose - the reason we exist - is to operate profitably, provide an attractive return for those who have invested in us, and increase shareholder value. Our continued success in fulfilling this fundamental purpose is dependent upon our ability to adapt profitably to the rapid changes in our global markets while never compromising our core values that guide our actions. We take pride in our commitment to balance our drive for “Performance Excellence” with our commitment to “Doing Business Right.” We understand that our ability to achieve our performance goals depends on each of us embracing our core values.
   http://wcm-prod.cs.etn.com/Corp_EBS/Foundation/Values/index.htm

2. **Watch the Eaton Values and Philosophy overview video.** These videos provide an overview of the Eaton Values and Philosophy and are designed for use in a variety of situations including: to refresh employee awareness of Eaton’s Values and Philosophy, in new employee orientation, for recruiting, and in other informational sessions with employees.

3. **Review the Values and Philosophy presentation.** It is important that every employee understands Eaton’s core values and philosophy statements, which serve as a guide to our actions and are critical elements of the EBS Foundation. A PowerPoint presentation, suitable for sharing with employees at Eaton facilities, is available in 32 languages to reinforce understanding of our values and philosophy.
   http://wcm-prod.cs.etn.com/Corp_EBS/FoundationValues/ValuesandPhilosophyPresentation/index.htm

4. **Learn about Global Ethics and Compliance.** Eaton requires that all directors, officers and employees of Eaton, its subsidiaries and affiliates, abide by the fundamental principles of the Code of Ethics in performing their duties.
Demonstrates Our Leadership Style

**Instills Trust**

<table>
<thead>
<tr>
<th>Skills</th>
<th>Context</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Less Skilled (APEX Rating 1)</strong></td>
<td>Lacks consistent follow-through on commitments.</td>
</tr>
<tr>
<td></td>
<td>Betrays confidences and covers up mistakes.</td>
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<tr>
<td></td>
<td>Misrepresents facts for personal gain.</td>
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<tr>
<td></td>
<td>Has trouble keeping confidences.</td>
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<tr>
<td></td>
<td>Makes promises but doesn’t always keep them.</td>
</tr>
<tr>
<td><strong>Skilled (APEX Rating 3)</strong></td>
<td>Follows through on commitments.</td>
</tr>
<tr>
<td></td>
<td>Is seen as direct and truthful.</td>
</tr>
<tr>
<td></td>
<td>Keeps confidences.</td>
</tr>
<tr>
<td></td>
<td>Practices what he/she preaches.</td>
</tr>
<tr>
<td></td>
<td>Shows consistency between words and actions.</td>
</tr>
<tr>
<td><strong>Talented (APEX Rating 5)</strong></td>
<td>Gains the confidence and trust of others easily.</td>
</tr>
<tr>
<td></td>
<td>Honors commitments and keeps confidences.</td>
</tr>
<tr>
<td></td>
<td>Expresses self in a credible and transparent manner.</td>
</tr>
<tr>
<td></td>
<td>Models high standards of honesty and integrity.</td>
</tr>
<tr>
<td><strong>Overused Skill</strong></td>
<td>May push openness and honesty to the point of being disruptive.</td>
</tr>
<tr>
<td></td>
<td>May come across as overly judgmental of those not quite as overtly authentic.</td>
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</tbody>
</table>

**Some Possible Causes of Lower Skill**

Causes help explain why a person may have trouble with Instills Trust. When seeking to increase skill, it’s helpful to consider how these might play out in certain situations. And remember that all of these can be addressed if you are motivated to do so.

- Bends the rules
- Lacks follow-through
- Guarded; holds back
- Won’t admit mistakes
- Breaks confidentiality
- Overpromises
- Doesn’t “walk the talk”
- Puts self-interests first
- Avoids sharing information
- Unclear about own values

**Tips to Develop Instills Trust**

1. **Failing to deliver? Be more reliable.** People rely on each other to follow through on their commitments. To meet deadlines. To contribute their fair share. The research of Mishra and Mishra shows that reliability is one of the quickest ways you can demonstrate trust. You can show it during your first meeting with someone by being on time. By returning calls. By passing on information you promised to send. By giving people a “heads up” if circumstances have changed or trouble is brewing. Failing to do these things damages relationships and decreases productivity. If following through isn’t your strength, identify the main reasons and address them. If you tend to forget, write things down or set up alerts on your smartphone. If you’re often running behind, work on better time management. At the beginning and end of each day, review the commitments you’ve made and decide when you’ll follow through.

2. **Trouble with consistency? Align your words and actions.** Probably nothing chills trust more than a person saying one thing and doing something else. People want consistency. You can deliver an inspiring message with convincing calls-to-action. But, if the next day you do something quite contrary, people may no longer buy it. Worse yet, they may question your credibility. Having integrity means representing yourself accurately. Knowing who you are. What you believe. And practicing what you preach regardless of the setting. If you’re not sure if there’s a gap between your words and deeds, ask someone you trust to give you feedback. Then you can begin to close any gaps.

3. **Withholding too much? Share more openly.** Do you often keep things to yourself? Tend to hold back information or opinions? Err on the side of non-disclosure? It may not be your intention, but people around you may begin to wonder. Wonder what you’re up to, what your agenda is, whether you’re hoping to gain an advantage over them. Why aren’t you sharing more openly? It may be that you have a reserved nature or prefer privacy. Or that you don’t want to lose control or appear less authoritative. Regardless of the reasons, it may be time to make some adjustments. Organizations function on the flow of information. Greater transparency is expected at all levels, in and outside the firm. So find out what people want and need to know and begin to comply. Sending information on relevant topics is a start. Better still, talk or meet with people for open, two-way exchanges. Practice showing and telling it like it is.

4. **Trying too hard to impress? Don’t exaggerate or overpromise.** Does your enthusiasm to make the sale or win approval cause you to commit to too many things? Do you stretch the truth? Say “yes” to a stakeholder or customer request by default? The customer you gain by overpromising is the customer you may lose forever when they find out you can’t deliver. Word spreads quickly. When doubts are raised, customers go on guard—not sure they’ll believe the next thing you say, ready to shift their loyalty somewhere else. Reflect a bit on when and where you tend to exaggerate. Is it under most circumstances or when the pressure is particularly intense? Were you rewarded for it in another setting? Is it serving you well now? Observe your patterns and begin adjusting your approach. Be authentic—we’re in an era when truth carries greater weight than fiction. Don’t promise something unless you can deliver. If you don’t know for sure, say, “I’ll look into it and get back with you when I do.”
5. **Unable to meet expectations? Grow your capability.** If someone isn’t trusted, it’s not necessarily about a lack of honesty or integrity. It might be that people lack confidence in your ability to perform your job well. To meet or exceed requirements. To execute at the top of your game. As a result, they probably feel on edge, especially if their success depends on your contribution. If more than one colleague is checking up on you, questioning your judgment or skill, it may be a wake-up call. Conduct an inventory of your strengths and weaknesses. Gather feedback from a variety of people and work to gain skill where you’re not measuring up.

6. **Difficulty admitting mistakes? Take responsibility.** Everyone makes mistakes. It’s how you deal with them that determines whether or not people view you as trustworthy. History is full of examples where the cover-up of a mistake does more damage than the original misstep. Resist any temptation to hide it, deny it, play dumb, or blame someone else. Apologize with sincerity. Admit when you were wrong as soon as you can, informing everyone who may be affected. Offer to help with workarounds or potential repercussions. Share what you learned and what steps you’ll take to prevent it from happening again. When someone’s feelings have been hurt, trust is particularly fragile, so take time to talk things through. It’s never too late to repair a damaged relationship. Come to terms with your part in the situation. Take steps to rectify things. Finally, move on. Dwelling on past mistakes distracts you from doing your best now.

7. **Tempted to spread someone else’s news? Maintain confidentiality.** Some people are viewed as untrustworthy because they’ve shared information intended to be kept confidential. Revisit what keeping a confidence means. Some guidelines: Ask up front, “Is this to be kept confidential?” “Is this mine to share?” Don’t let social media norms sway you—always keep personal information someone shares to yourself. Read and follow your organization’s guiding principles. If someone shares legal or ethical breaches, let them know you can’t promise confidentiality on those topics. If you learn information that might compromise people’s safety, there is also no guarantee of confidentiality. In most cases, apply the golden rule—would you want someone to pass it on if you had shared it? If you’re not sure, ask. It doesn’t take many slip-ups before people say you can’t be trusted with confidential information. Err on the side of discretion.

8. **Lacking an ethical compass? Take corrective action.** People rarely start their careers planning to be unethical. More often it comes about slowly. Occasionally taking home office supplies, fudging numbers on an expense report. It might spread—condoning unfair treatment of employees, using lower quality parts that could jeopardize product safety, keeping silent about corruption or fraud. There are countless ways to rationalize unethical choices. Everyone else is doing it. Nobody will find out. My boss told me to. It’s not exactly illegal. The end justifies the means. We didn’t have time to check. It won’t hurt anybody. Review and comply with the ethical codes provided by your organization and profession. But don’t stop there—identify your own code of conduct. What values will you choose to uphold? What lines will you refuse to cross? Work with leaders to incorporate practices to detect and report missteps. Talk about how to handle “gray zones,” where there are no easy answers. How to do what is right, even if it’s unpopular. How to surface conflicts of interest. What may seem minor at the time can ripple out, harming the reputations of both individuals and organizations.

9. **Perceived to be self-centered? Put the team or organization first.** Do others sense you care more about your own agenda than the larger group’s? If so, they may doubt whether you’ll operate in their best interests. Shuffle and prioritize the team. Talk about what “we” have accomplished—not “I” or “me.” Recognize others’ contributions and spread credit where it’s due. Research shows you can also build trust through self-sacrifice. This means doing things that postpone your own interests, privileges, or rewards for the benefit of the group. Like working overtime with the team to finish a task. Giving up your weekend or holiday to meet a deadline. If you’re a leader with status, it could mean relinquishing your large office when space is tight. Or taking a pay cut during challenging times. Research shows that trust built through self-sacrifice can have a long-term positive impact.

10. **Lack of trust between groups? Build cross-boundary bridges.** Sometimes trust is high for people within a team or department, but not between groups or functions. Maybe there’s a long history of “us vs. them.” Maybe something recent has caused friction. Maybe you stereotype each other. Or just don’t know each other. To better coordinate efforts and leverage synergies, foster cross-boundary trust. Find out what’s causing any past or current problems. If your team hasn’t delivered the goods, decide how you’ll fix things to build credibility. If the others have fallen short, clarify what’s needed going forward. In all cases, look for ways to connect. Identify common objectives and values. Share resources, expertise, information. Collaborate to solve problems and drive new initiatives. Incorporate getting-to-know-you time in neutral settings. Make use of what the authors of Boundary Spanning Leadership call “attractor spaces”—informal community spots like libraries or cafés that encourage relationships to form spontaneously. Become a self-appointed bridge-builder, forging intergroup trust.

11. **Sense trust may be eroding? Pay attention to warning signs.** Keep alert to signs that trust may be breaking down in your department or team. Are people talking about one another behind their backs? Are they withholding information or resources? Are they undermining each other to make themselves look good? Stifling authentic feelings about issues? Do some members cast blame or criticism unfairly? Do people feel compelled to cover their tracks? Do decisions get made during sidebar conversations or in cliques? Trust takes a long time to build and can deteriorate rather quickly. Don’t just wait and see what happens. Directly confront warning signs with the group. If things are especially tense, ask a facilitator or coach to help the group get back on track through a series of candid conversations.

12. **Reluctant to bring your heart to work? Show genuine concern for people’s needs.** Many think the workplace should be all about business. That compassion doesn’t belong. In reality, a culture of caring is good for business—it strengthens trust and collaboration. Showing you care goes beyond remembering someone’s birthday. For a trust-based relationship to flourish, there needs to be mutual concern for what matters to the other person. Listen closely to discover what that is. Even five minutes of focused, quality time can go a long way. Involve people in decisions that are important to them. Ask what you can do to help them. Follow up. When times are tough, be even more accessible, providing empathy and support.

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**Job Assignments**

- Make peace with a colleague or customer you’ve disappointed in the past, apologizing for any mistakes and taking steps to renew trust.
- Mediate a conflict between two people or groups, where you’ll need to gain the trust of both parties and facilitate an honest discussion leading toward resolution.
- Be a liaison or spokesperson for your organization in the local community, requiring you to instill trust while addressing the concerns they have related to your company’s practices.
- Lead a team or group that is experiencing resistance due to a change that was imposed upon them (e.g., new structure, downsizing); practice restoring trust between the group and management.
- Teach a leadership or orientation course/webinar on your organization’s code of ethics, including discussion on how to show integrity and handle challenging dilemmas.
Demonstrates Our Leadership Style

**Values Differences**

**Skills**

<table>
<thead>
<tr>
<th>Less Skilled (APEX Rating 1)</th>
<th>Skilled (APEX Rating 3)</th>
<th>Talented (APEX Rating 5)</th>
<th>Overused Skill</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lacks awareness of other cultures.</td>
<td>Seeks to understand different perspectives and cultures.</td>
<td>Actively seeks out information about a wide variety of cultures and viewpoints.</td>
<td>May prioritize valuing difference over achieving results.</td>
</tr>
<tr>
<td>Treats everybody the same without regard to their differences.</td>
<td>Contributes to a work climate where differences are valued and supported.</td>
<td>Promotes a team environment that values, encourages, and supports differences.</td>
<td>May make too many allowances for members of a particular group.</td>
</tr>
<tr>
<td>Expects everyone to adapt to his/her way of thinking and communicating.</td>
<td>Applies others’ diverse experiences, styles, backgrounds, and perspectives to get results.</td>
<td>Ensures that different experiences, styles, backgrounds, and perspectives are leveraged appropriately.</td>
<td>Is overly sensitive to different groups when delivering tough messages.</td>
</tr>
<tr>
<td>Lacks curiosity and interest in different people’s backgrounds and perspectives.</td>
<td>Is sensitive to cultural norms, expectations, and ways of communicating.</td>
<td>Senses how differences will play out in terms of needs, values, and motivators.</td>
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**Context**

Valuing differences creates a work environment where people can and want to do their best. As the economy becomes increasingly global, our workforce has become more diverse. The typical definition of diversity—race, ethnicity, culture—now includes perspectives, styles, and thought. Savvy organizations recognize that success is increasingly dependent on those who can interact effectively and respectfully with all types. Research shows that employee engagement, innovation, teamwork, and the bottom line can be improved by truly valuing each other. Working effectively in this diverse world starts with self-awareness. Knowing how you react to others. Recognizing the biases you have. Knowing how your behavior is perceived. Understanding your attitude toward others with a diverse point of view. After awareness comes action. Considering how you handle bias, poor treatment, and conflict. Demonstrating that you value others. To be effective, you won’t ignore the differences. You’ll understand and embrace them. You’ll accommodate and encourage them. Valuing differences will help you learn and benefit from the wealth of knowledge and experience that diversity brings. It opens doors to new ways of thinking and new opportunities for building the success of the organization.

**Some Possible Causes of Lower Skill**

Causes help explain why a person may have trouble with Values Differences. When seeking to increase skill, it’s helpful to consider how these might play out in certain situations. And remember that all of these can be addressed if you are motivated to do so.

- Unaware of biases
- Resistant to feedback
- Poor communication skills
- Not attuned to others’ needs

- Weak at building relationships
- Avoids conflict
- Narrow perspective
- Uncomfortable with differences
- Prefers familiarity
- Lacks curiosity

**Tips to Develop Values Differences**

1. **Tend to go with your gut reaction? Check your response.** Gut reactions are human nature. They can range from appreciation, to tolerance, to avoidance. It’s what we do with these reactions that’s important. They can dictate the direction and nature of our relationships. This direction can be unproductive. Examine your reactions to different people. Do you show appreciation by valuing their perspective, talent, or experience? Do you tolerate them because you have to? Or do you avoid them altogether and completely disengage? Identify the characteristics in others that cause you to react this way—whether you appreciate, tolerate, or avoid. How are these reactions impacting your relationships? Work to go beyond your gut responses. Make an effort to seek out additional information about people you may simply tolerate or perhaps avoid. Ask questions. Go beyond tolerating. Tolerating is not good enough to create a productive, harmonious work environment.

2. **Treat people differently? Examine your biases.** Anyone who is living has biases and makes assumptions. This is part of being human. Biases may be conscious or unconscious. Recognize your biases and how they impact workplace interactions and judgments. Do you treat one person differently than another? What is it about that person that causes you to treat them differently? Go beyond your initial assumptions. Ask questions. Be curious. Surround yourself with people about whom you have formed preconceived notions. Work with them on teams. Go out to lunch. Get to know them. Understand them. Look beyond your preconceptions. Find ways to ensure that your behavior fully supports all of those around you, not just those you are most comfortable with.

3. **Tunnel vision? Seek out different perspectives.** It’s easy to develop a one-track mind when you’re working on a challenging project with tight deadlines. You probably go full steam ahead toward successful completion. You likely seek out your usual go-to people who have helped you in the past and whom you trust. That’s the way you’ve always done it. This can be limiting. You’re relying on the same people, same perspectives, same experience. It excludes others and doesn’t give them exciting development opportunities. Get others involved. Reach out to those you might not tap into regularly. Ask for their input and perspective. Innovation arises from multiple perspectives. Inclusion happens when all are invited to contribute.
4. **Fixed viewpoint? Develop a capacity-building mindset.** Think that a person can only learn and grow so much? Research shows that some believe people are born with a fixed set of job-related abilities and that’s it. This fixed-capacity mindset is restrictive. It limits what we believe people can achieve. Managers with this mindset may assign projects based on a belief that some people have it and some don’t. Develop a capacity-building mindset. Believe that people, with dedicated effort and feedback, can learn whatever is necessary to do their jobs. That they can keep up with change and contribute to building and sustaining competitive advantage. This outlook opens the door to what we are able to achieve and what we expect others can achieve. Invite someone with a different skill set to work with you on a project. Give someone who has struggled another chance.

5. **Not sure how you are perceived? Get feedback.** Feedback is a navigational tool that can tell you whether you are on or off course. Perception is reality in the eyes of the beholder. You need to know how people perceive you in order to work more effectively with them. Ask for feedback. Are you demonstrating bias? Do your interactions show mere tolerance rather than appreciation? The feedback you get may uncover some blind spots: You may be treating someone differently because they are not like you and you’re uncomfortable. You may not even know it. Get feedback from your manager, your coworkers, your customers. View feedback from a learning orientation rather than a proving orientation. A learning orientation welcomes feedback as a natural part of improvement rather than having to prove your worth and ability. Be open and work on a nugget or two. After you’ve tried out some new behaviors, ask for more feedback.

6. **Not always considerate? Show that you value others.** Do you value and respect others? You may think you are valuing others, but it may be hidden. Bring it to the forefront through your words and actions. Use skills that send the message that you respect and appreciate others. Convey empathy—“I see that you’ve worked hard to make this a success.” Accept that a person’s perspective is their truth—“This appears to be something that is important to you.” Demonstrate that you understand their emotion—“I can see that this is frustrating for you.” Show that you hear their perspective, idea, or concern—“So your idea is to…” Express encouragement by accepting rather than interrogating—“I want to learn more about how you see this…could you help me understand…?” Try out one of these skills each day. You’ll get more comfortable and confident. And your relationships and productivity will flourish.

7. **Stuck in your style? Flex your communication approach.** Different communication styles originate from culture, upbringing, and past experiences. Valuing differences includes valuing the nuances of our styles and perspectives, not just the obvious. You may be a person of few words or a person of many. Or you prefer details over free-form idea generation. Don’t know your style? Use a profiling tool to uncover your style preferences. Gauge the effectiveness of your style. Is it working? In what situations and with whom? Does it turn others off? Make sure to monitor your body language. Dr. Albert Mehrabian’s research on trust and believability found that body language has great impact on the message. Communication can be sabotaged when body language does not align with words. Use strong body language such as posture and eye contact to show confidence. Gesture and smile to display enthusiasm. Once you’ve identified your style, encourage others to do the same. Discuss each other’s styles. Leverage each style. And remember, when there’s conflict, it could be a style issue rather than personal.

8. **Trouble connecting with people from different cultures? Hone your cross-cultural interaction skills.** Cultural background influences what people see as appropriate and inappropriate behavior. Consider the various dimensions of culture when interacting with others. For example, what is the power structure of the culture? Is it more hierarchical or egalitarian? In cultures with a more collectivistic or independent style (where “saving face” may be important), avoid surprises that might catch people off guard and embarrass them. Give them information beforehand so they can prepare and feel comfortable. Does the culture place more importance on the task or the relationship? If it is relationship focused, do more rapport building rather than jumping into the task. Are emotions more controlled or expressive? If controlled, don’t interpret limited reaction as uncaring. Assess where you fall within these cultural dimensions. Plan how you will adapt to the cultural gaps. Don’t assume your style is better and impose it. Adapt without mimicking others or changing your natural self. Let others know you are trying to better understand them.

9. **Struggle to see the value of diversity and inclusion? Explore the business case.** Research shows that people’s intentions to leave an organization were associated with their perceptions of the organization’s diversity climate. Catalyst, a research organization focusing on women and work, found that companies that achieve diversity in their management and on their corporate boards attain better financial results, on average, than other companies. What is your organization doing to promote diversity and inclusion? What are the objectives? How can you help meet these objectives in your daily work? Remember, diversity and inclusion are not just a “nice to do.” They are a “need to do.”

10. **Lack understanding of different cultures? Develop cultural competence.** Cultural competence is the ability and knowledge to interact with different cultures, languages, styles, and experiences. It’s the ability to get results across cultural differences. It’s recognizing all people as unique individuals. Realizing that their experiences, beliefs, values, and language affect their perceptions. Start small. Don’t expect to master knowledge of every culture. View developing your cultural competence as a process of discovery, adaptation, and skill building. Learn about other cultures through books, movies, travel, and cultural events. Walk through ethnic markets. Visit various neighborhoods in your local city. Try restaurants with food from a different culture. Attend a religious service unlike your own. Ask questions to learn about others’ backgrounds. Be open when you interact with someone different from you. The more open you are, the more open they’ll be. Be curious.

11. **Want to know more about dealing with differences? Participate in diversity initiatives.** Naive about people different from you? Unsure about how to work with people who have a different background, culture, ethnicity? Take advantage of your organization’s efforts to promote diversity and inclusion. These may be formal programs or they may be informal such as all-company get-togethers. These efforts will build your awareness of your biases, reactions, and how they play out in the workplace and beyond. They’ll give you ideas and skills for working with others effectively. And your participation will signal to others that you are committed to learning more. Join your company’s mentoring program. Partner with someone who is different from you. A positive mentoring relationship is safe ground where you can ask questions that you may not be able to ask others. A mentor can help you practice difficult conversations and interactions before you try them out.

12. **Want to make a difference? Become a diversity change agent.** Being a change agent means commitment to things being different. Recognizing what’s not right. Identifying what needs to change. Taking preemptive action to get things where they need to be. For diversity, this means recognizing personal biases and assumptions. Understanding the negative impact of acting on those biases. Hear something inappropriate? Take that person aside and say, “I’m not sure you are aware of what you said, but I found that comment to be offensive.” If you feel you can’t make a difference alone, remember, change has to start somewhere. Set an example for others to follow and be the catalyst for change. Address issues head-on as you encounter them. Don’t let intolerant or biased behavior pass. Help others understand the importance of appreciating diversity. Encourage them to follow your lead. Build a team of diversity change agents with a mission to build a culture of valuing differences.

13. **Experiencing bad behavior? Speak out against poor treatment.** Have you witnessed others being treated poorly? Have you noticed stereotyping, exclusion, condescension, lack of respect, or low expectations? Treating others poorly can be conscious or subconscious. It can occur due to bias, assumptions, and gut reactions. It is often unintentional. However, it can result in a loss of confidence, isolation, reduced motivation, and decreased engagement. Take a close look at the interactions around you. Look for any behavior that could undermine the confidence and effort of others. Notice the experience of those who seem withdrawn or disengaged. Is there something going on that contributes to their behavior? Have a conversation. Plan what you are going to say. Describe what you saw or heard. Make sure your language is respectful. Show empathy. Consequences of this type don’t mean that everyone will be happy afterwards. Just do it. Show that you’re trying to create a respectful, open, honest work environment.
14. Struggle with disagreement? Handle conflict caused by differences respectfully and skillfully. Disagreement is inevitable when people have different perspectives, experiences, styles, cultures. One person may think one way, due to their background, and another person may think differently. But conflict is not a bad thing. Resolved effectively, it can lead to greater awareness and understanding of different perspectives and cultures. It can help you handle differences more productively and openly next time. Handled poorly, it can be damaging. It can lead to negative feelings and continued bias toward those who are different from you. Try the FREAS approach when dealing with conflict:

- Face up to your role, if any, in the conflict and the impact on the team and your relationship with them. Take accountability.
- Reframe the issue in terms of a business need and a development opportunity, rather than about personal issues.
- Explore the other person's perspective by asking questions, gathering information, and actively listening.
- Agree to a solution or strategy.
- Support each other to live up to the agreement.

15. Unsure what to do next? Create an action plan. It's easy to say, “I'm going to start valuing differences in others.” But it's harder to do. Create an action plan. Pick an action that will address an issue in your work environment. Resolving a conflict between two team members. Asking for input from a team member who's often ignored. Putting together a team with different perspectives. Write down why this issue is important to you, what might keep you from addressing it, and how this action will benefit you. Then, think about how this action will help others and your organization. Identify specific opportunities or situations you can use to apply your action. Think about what support/resources you might need to implement it. Be as detailed as possible. Set a clear time frame. Share your action plan with a trusted coworker. This will increase the accountability and likelihood that you'll follow through.

**Job Assignments**

- Participate in a project with people who have different backgrounds, perspectives, and experiences than you. Tap into their knowledge and experience.
- Take on a task working with global team members or customers that requires you to communicate regularly across borders, time zones, and cultures.
- Get a mentor who is different from you. Learn about their unique perspective based on their culture, background, ethnicity.
- Volunteer to join a team with a history of conflicted relationships where you can practice conflict-resolution skills with people who have different points of view or work styles.
- Work on a project that requires overseas travel. Immerse yourself in the culture.
Interpersonal Savvy is an essential part of getting things done within organizations. The key to getting along with all kinds of people is to hold back or neutralize personal reactions and focus on others first. Being savvy is working from the outside in. It involves having a range of interpersonal skills and approaches and knowing when to use what with whom. Customers. Senior leaders. Peers. External stakeholders. Direct reports. All of these relationships deserve respect, authenticity, and care. A welcoming demeanor puts other people at ease and sets the stage for smooth, productive interactions. Being warm. Pleasant. Gracious. Considerate and diplomatic. To approachable and friendly. Attentive to others’ perspectives. All are qualities of relating effectively to fellow human beings. When relationships are approached in a flexible and “others-oriented” way, you accomplish results while establishing goodwill and leave others interested in working with you again.

Some Possible Causes of Lower Skill

Causes help explain why a person may have trouble with Interpersonal Savvy. When seeking to increase skill, it’s helpful to consider how these might play out in certain situations. And remember that all of these can be addressed if you are motivated to do so.

<table>
<thead>
<tr>
<th>Less Skilled (APEX Rating 1)</th>
<th>Skilled (APEX Rating 3)</th>
<th>Talented (APEX Rating 5)</th>
<th>Overused Skill</th>
</tr>
</thead>
<tbody>
<tr>
<td>Builds few relationships.</td>
<td>Relates comfortably with people across levels, functions, culture, and geography.</td>
<td>Proactively develops relationships with a wide variety of people.</td>
<td>Is focused on understanding group and interpersonal dynamics at the expense of getting results.</td>
</tr>
<tr>
<td>Engages with people in immediate work area only.</td>
<td>Acts with diplomacy and tact.</td>
<td>Builds immediate rapport, even when facing difficult or tense situations.</td>
<td>Makes ineffective decisions due to a strong need to be liked.</td>
</tr>
<tr>
<td>Is uncomfortable when interacting with people different from self.</td>
<td>Builds rapport in an open, friendly, and accepting way.</td>
<td>Understands interpersonal and group dynamics and reacts in an effective manner.</td>
<td>May be seen as lacking authenticity.</td>
</tr>
<tr>
<td>Expresses points of view in a blunt or insensitive manner.</td>
<td>Builds constructive relationships with people both similar and different to self.</td>
<td>Engages input from others constantly and listens with empathy and concern.</td>
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</tr>
<tr>
<td>Shows little interest in others’ needs.</td>
<td>Picks up on interpersonal and group dynamics.</td>
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Tips to Develop Interpersonal Savvy

1. **Not tuned in to people's styles? Be interpersonally flexible.** People have different backgrounds, perspectives, attitudes, and approaches. The key is to listen and to understand them. Look to the obvious. What do they do first? What do they emphasize in their speech? How do they interact? People have different styles—pushy, tough, soft, matter-of-fact. To figure these out, listen for the values behind their words and note what they have passion and emotion around. Show your appreciation of different styles. Flex yours, within reason, to be more in tune. This can be essential when working in a global context or outside of your cultural comfort zone. Understanding and managing differences is essential. Basically, people respond favorably to transactions being simple. Make it easy by accepting their normal mode of doing things. Don’t fight their style. Work with it. Tune in. Don’t defend your own style. Welcome theirs.

2. **Unapproachable? Adjust your style.** Arrogant? In-sensitive? Distant? Too busy to pay attention? Not listening? Instant output? Sharp reactions? A bully? Don’t want to be that way? Read your audience. Do you know what people look like when they are uncomfortable with you? Do they back up? Stumble over words? Cringe? Stand at the door hoping not to get invited in? You should work doubly hard at observing others. Always select your interpersonal approach from the other person in, not from you out. Your best choice of approach will always be determined by the other person or group, not you. Think about each transaction as if the other person were a customer whose business you wanted to win. How would you craft an approach? What do you say or do that makes them feel uncomfortable? Do less of it. What is it that makes them appear more at ease? Do more of it. What makes them retreat altogether? Stop doing it.

3. **Selective interpersonal skills? Accommodate differences.** Tend to relate more comfortably to certain people? Find yourself talking to the same people on a regular basis? Challenged talking with people at certain levels of the organization? Analyze your discomfort. Where do you avoid interacting with others? With whom are you hesitant? Push yourself to interact with a wider variety of individuals. Get to know people in other workgroups, levels of the organization, or functional areas. The principles of interpersonal savvy are the same regardless of the audience. Do what you do with the comfortable group with the uncomfortable groups. The results will generally be the same.

4. **In a hurry to get down to business? Manage the first three minutes.** Life moves fast. Decisions need to be made. Information needs to be shared. Action needs to happen. But can you take three minutes? The first three minutes are essential. The tone is set. First impressions are formed. Work on being open and approachable. Take in information during the beginning of a transaction. This means putting others at ease so that they feel OK about disclosing. It means initiating rapport, listening, sharing, understanding, and comforting. Approachable people get more information, know things earlier, and can get others to do more things. The more you can get them to initiate and say early in the transaction, the more you’ll know about where they are coming from, and the better you can tailor your approach.
5. Are you overly private? Share more. There’s a balance to be struck between being too private and appropriate sharing. When you share a little of yourself, you get more in return. Let people know what you are thinking on a business issue. Talk about what’s important to you. Share snippets of your weekend, upcoming vacation, or family events. It’s not about bragging or comparing. It is about being real and opening up to others. Let people see into your world a little. Others are more likely to share with you when you take the first step and show a little bit about yourself. Reveal things people don’t need to know to do their jobs, but which will be interesting to them and help them feel valued.

6. Are you all business? Personalize. Work to know and remember important things about the people who work with you. Know three things about each of your coworkers—their interests or their family or something you can chat about other than the business agenda. These need not be social; they could also be issues of current affairs, global events, market shifts. The point is to establish common ground and connections. Show your human side. Learn people’s names and use them. Remember dates that are important to them. Acknowledge big events in their lives. Interact because you want to, not just because you have to.

7. Need to demonstrate more interest? Use attentive non-verbal. Understand the critical role of non-verbal communications. It’s easy to say one thing and send a completely different message with your body language. That’s confusing. Even before you utter a word, the other person will start to interpret your gestures. They’ll look for meaning in your facial expressions. What they take from the non-verbals can completely override the words. Appear and sound open and relaxed. Keep consistent eye contact. Nod while the other person is talking. Work to eliminate any disruptive habits such as fidgeting or frequently looking at your computer. Put down your phone. Watch out for signaling disinterest with actions like glancing at your watch, fiddling with paper-work, or giving your impatient “I’m busy” look. When possible, schedule face-to-face or web-based meetings instead of e-mail or phone interaction.

8. Shy? Make the first move. Lack self-confidence? Generally hold back and let others take the lead? Feelings of being too vulnerable? Afraid of how people will react? Not sure of your social skills? Want to appear confident even when you’re shaking inside? Have consistent eye contact. Ask the first question. For low-risk practice, talk to strangers. Set a goal of meeting new people at every event you go to; find out what you have in common with them. Talk to people in various social settings and test the outcome. The only way people will know you are shy and nervous is if you tell them through your actions. Watch what non-shy people do that you don’t do. Practice those behaviors.

9. Quick to judge? Be a better listener. Listening is an action, not a passive response. When you’re quick to make a judgment or interrupt to make a point, you’re not a good listener. Ask questions. Show appropriate non-verbal behaviors. Listen and summarize what you are hearing. Restate what you’ve heard to confirm understanding. Show your curiosity about the other person and their perspective. Good listeners get good information. They do not pass judgment. They gain an understanding of the message the other person is trying to get across. Listeners get more data.

10. Find some people challenging? Be savvy with people you don’t like. In every organization there are people who are more difficult to get along with than others. You’ll have an easy rapport with some and feel tense around others. Is there someone who makes you want to hide round the corner when you see them coming? Do you dread being stuck in the elevator with them? What should you do about these people? First step, get to know them. There is rarely a person who is fully unlikeable. By getting to know them better, you may be able to make a connection. Don’t let your previous feelings about them get in the way of building a fresh relationship with them. Draw a line in the sand. Start to see them as someone you are just getting to know. Do you have common interests? What are their strengths? What is important to them? Put your judgments on hold, open up your thinking, and take some time to understand who this individual is. A fly on the wall should not be able to tell whether you’re talking to friend or foe. Talk less and ask more questions. Show that you care by dedicating some time to them. This builds goodwill and trust.

11. Are you a target? Run around tense transactions. What if you’re attacked? What if venom is flowing? What if someone doesn’t like you very much? What if you are really upset? Listen first. Allow the other to vent and blow off steam without reacting directly. Remember that it’s the person who hits back who usually gets into the most trouble. When emotion is in the way, people cannot deal with facts. Let them talk. Keep your cool. Ask clarifying, open-ended questions. “Why is this particularly bothersome to you?” “What could I do to help?” Summarize what you are hearing to show you have understood their perspective. Recognize when you are feeling defensive and let it go. When the other side takes a rigid position, don’t reject it. Ask why—what’s behind the position, what’s the theory of the case, what brought this about? Separate the people from the problem. When someone attacks you, rephrase it as an attack on a problem. Take a deep breath. Calm yourself down before responding. Refrain from justifying yourself or your behavior. You just may surprise the other individual enough to calm them down before you respond. Choose your response to an attack. Sometimes, if the attack is personal or unreasonable, the best initial response is to do or say nothing. If all else fails, defuse the situation by asking for a break and schedule some time at a later date.

12. Having trouble connecting? Be authentic. People know when they’re dealing with a fake. When you’re real with yourself and others, you will find it easier to make authentic connections. Authenticity is not an act. You need to know yourself, who you are, and why you are who you are. Only when you have spent some time with yourself can you be real with others. Build genuine relationships by getting to know others more deeply. Not just at the surface level, but know what’s important to them, their motivations, their goals, and their fears. Only by being true to who you are can you encourage others to open up to you. In our digital world, it’s easy to put up a facade through social media and electronic communication. Authenticity happens face-to-face, over coffee, at a client site, through a firm handshake and eye-to-eye interactions.

13. Don’t have time for relationships? Make networking a priority. You don’t have to go to a conference or special event to get to know people. Find time in your daily interactions to build your internal network. Ask questions in the elevator. Chat in the line at the coffee shop. Get to know the people you see on a daily basis. Drawing on your network in a business context is much easier when you have honed it in an informal context. Utilize every opportunity to interact meaningfully with others.

14. Skimming the surface? Be attuned to social cues. Understanding the underlying dynamics of a conversation or a relationship helps you influence and connect with others. When others respond in an unusual manner, there may be more to it than meets the eye. Observe interactions. Watch how people respond. Try to understand the underlying interrelationships between workgroups and individuals. Listen for more than words. What are people saying and not saying? Who works well together? Who doesn’t get along? What are the unspoken expectations? What are the cultural norms? Make a guess. Use your analytical skills to understand the social and interpersonal dynamics of the situation and respond accordingly.

Job Assignments
- Attend informational meetings presented by other departments and functional areas. Use these as an opportunity to interact with people from other areas of the organization.
- Get to know people on an informal level in informal settings. Grab coffee. Set up a lunch meeting. Go for a walk with colleagues.
- Seek projects that require you to work with other workgroups. Try to select those which will introduce you to areas you have had little or no contact with previously.
- Manage a dissatisfied internal or external customer; troubleshoot a performance or quality problem with a product or service. Adapt your interpersonal style to the situation.
- Resolve an issue between two people, units, geographies, functions, etc. Practice using your interpersonal skills to keep things calm and resolve the issues.
For additional information and tips to develop on competencies not included in the Eaton Leadership Model, please use the Korn Ferry Leadership Architect™ available at http://wcm-prod-cs.etn.com/ecm/groups/intranet/@etn/@hrl/documents/content/pct_1202821.pdf.