

THE LEADERSHIP MACHINE:

Competency Changes Across Organizational Levels



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Purpose of this Report

The objective of this study was to investigate the extent to which the importance of various leadership competencies may change across organizational levels. That is, are the same competencies needed to be a successful individual contributor as a top level executive? Likely not. If not, how can we sufficiently prepare individuals to take on the additional responsibilities and challenges of the next level? What skills do we coach them? What job experiences should we provide them? Mike Lombardo and Bob Eichinger (2001) refer to this process of leadership development as the “Leadership Machine.” That is, organizations should systematically and methodically grow future leaders in machine-like fashion. Fueling this machine is the early identification and careful preparation of talent throughout the company. Such a leadership model of competency development is at the heart of succession planning. In addition, the analysis will help shed light on potential transition points identified in the research on Decision Styles by Ken Brousseau and his colleagues (Brousseau, Driver, Hourihan, & Larsson, 2006). In this report, we present our findings on *both* the competency level and the cluster level. Within the context of the Leadership Machine, we identify competencies for successful transitions to the next level.

Description of Sample and Methodology

In this study, we examine two different sets of data. First, we identify the Top 10 and Bottom 10 competencies for each organizational level based on Lominger VOICES[®] norms. These norms were obtained through a 360-degree approach, whereby raters indicated the *level of importance* of each of the 67 competencies required for various organizational positions. Responses can range from “not important” (1), “less important” (2), “useful/nice to have” (3), “very important” (4), to “mission critical” (5). In total, VOICES[®] data from 770 learners and 3,720 raters from 13 different companies in the U.S. were included in the analysis. Only “all others” ratings were used (i.e., only ratings from the boss, peers, and direct reports were analyzed in this study). Sixty-two percent of the learners were male; their average age was 43 and the mean years of managerial experience was 12.69. The data distribution by position level was as follows:

1. Individual contributors – 10%;
2. Supervisors – 32%;
3. Middle managers – 32%; and
4. Executives – 26%.

A second set of data was collected by soliciting input directly from Lominger Associates. Eight Associates were contacted in September of 2007 requesting their participation in this study; six responded. They were asked to indicate how important each of the 67 competencies was for *each* of the four above position levels. The same 5-point rating scale as used in VOICES[®] was employed. These individuals were contacted because of their extensive experience using the VOICES[®] instrument, providing developmental feedback, and coaching individuals as they climbed the corporate ladder. The input from such Subject Matter Experts (SMEs) provided another insight into the dynamics of the Leadership Machine and how different competencies may be required across levels.

On the following pages, the rank order scores for the four positions are reported. Initially, the 67 competencies are reviewed, and then data on the 21 clusters are presented.

Findings

On page 9, the results of the VOICES[®] data analysis are presented for the four position levels examined: (a) individual contributor, (b) supervisor, (c) manager, and (d) executive. On page 10, the results from the SMEs are reported. The following pages contrast the Top 10 and Bottom 10 leadership competencies in terms of rated importance for the two data sets for each of the four positions.

The following two comparisons are examined:

1. What are the most important competencies (and clusters) for each organizational level? And how do the competencies and clusters change across organizational levels?
2. What differences, if any, are there in the way raters in VOICES[®] perceive the importance of various competencies versus how experienced professionals view them?

Competency Analysis. Overall, there is more commonality across position levels in the way VOICES[®] raters perceived competency importance than the SME professionals. The following five competencies were perceived in the TOP 10 of importance by the VOICES[®] raters for *all four* organizational levels: (a) “customer focus,” (b) “integrity and trust,” (c) “drive for results,” (d) “ethics and values,” and (e) “problem solving.” In contrast, the SMEs perceived only two competencies common across levels – integrity and trust and drive for results. Nineteen competencies were needed to capture the Top 10 in the VOICES[®] data set; whereas, 31 different competencies were included in the Top 10 for the SME professionals.

The range of rank order varies greatly across the four positions for *both* sets of raters. In VOICES[®], “hiring and staffing” was ranked 65th in importance for individual contributors and 4th for managers. On the other hand, “strategic agility” ranked 43rd in importance for individual contributors, 41st for supervisors, 28th for

managers, and 9th for executives. For the SMEs, “functional/technical skills” were viewed as the most important (1st) for individual contributors, 18th for supervisors, 41st for managers, and 54th for executives. To the contrary, competencies related to overseeing direct reports were rated much more important for supervisors and managers than for individual contributors and executives. These findings certainly seem logical.

When one compares the rank order of the VOICES[®] raters and SMEs *by specific organizational level* (see pages 11 – 14), the overall pattern of results is quite similar – both for the Top 10 and the Bottom 10 competencies. For example, six of the Top 10 ranks for individual contributors are the same and five of the Bottom 10 ranks are similar. For the executive level, seven of the Top 10 and seven of the Bottom 10 ranks are the same. The largest disparity between rater groups occurs at the supervisory level. At that level, only three of the Top 10 and four of the Bottom 10 are the same. Nevertheless, some specific competencies were rated vastly different by the two groups. For individual contributors, for example, VOICES[®] raters ranked “organizing” 7th; whereas, the SMEs ranked it 29th. For the competency, “career ambition,” the ranks were 64th and 14th, respectively. Likewise, “action orientation” was ranked 28th by VOICES[®] raters for the supervisor position, while being ranked 1st by the SMEs. Thus, the *overall pattern* of results between the two groups of raters is similar. However, the importance of *some specific competencies* varies substantially across rater groups. The correlation coefficient between VOICES[®] raters and SME raters was as follows for each organizational position level:

- 1 Individual contributors – $r = .62$;
- 2 Supervisors – $r = .60$;
- 3 Middle managers – $r = .71$; and
- 4 Executives – $r = .62$.

Dai, Tang, and De Meuse recently submitted a research study to the Society for Industrial and Organizational Psychology (SIOP) Conference which analyzes this data in more detail.

Cluster Analysis. At the cluster level, one would expect more agreement between the two sets of raters simply due to the fact there are fewer clusters ($N = 21$) than competencies ($N = 67$). Further, since a cluster represents a larger constellation of similar competencies, agreement at a broader level is more likely to occur. And indeed that is what we find. Five clusters are common across the four positions according to the VOICES[®] raters. “Acting with honor and character,” “focusing on the bottom line,” “getting organized,” “keeping on point,” and “making complex decisions” were important clusters for all four positions. The biggest discrepancy was in “making tough people calls,” which was ranked 8th most important for managers, 20th for individual contributors, and 13th for both supervisors and executives.

Again, there was less commonality across the positions with the SME raters. Only three clusters – “acting with honor and character,” “making complex decisions,” and “keeping on point” – was common across the four positions. Moreover, there was much differentiation regarding the importance of the 21 clusters by position level according to the SMEs. For example, “getting work done through others” was ranked 21st for individual contributors (not too surprising), 4th for supervisors, 2nd for managers, and 13th for executives. When one examines the top and bottom seven most important clusters by position (pp. 17 – 20), both groups of raters were in general agreement regarding the two or three most important (and least important) clusters for each position. There was most agreement for the manager position. Although specific ranks differed, six of the most and least important clusters were the same. There was least agreement for executives (see p. 20).

Additional Analysis. It could be argued that competencies that are rated in the Top 10 of importance for *all four* position levels are a basic organizational requirement. Certainly, they do not distinguish much among the levels. Consequently, one could remove them as transitional competencies from the Leadership Machine Model since they are needed for *all* levels. If one does this and then recalculates the Top 10 competencies for each position level, it provides another perspective of the key competencies for each level.

On page 21, these results using the VOICES[®] data set are presented. Once again, there are some common competencies important for all four position levels – “functional/technical skills,” “priority setting,” and decision quality.” However, beyond those three competencies, the importance of various competencies increases or decreases depending on the level one considers. For example, the competency “perseverance” is particularly important for independent contributors (#3), “informing” for supervisors (#4), “building effective teams” for managers (#5), and “business acumen” for executives (#4). This finding supports the concept of the Leadership Machine, arguing the necessity to prepare individuals for the changing skill needs as one climbs the corporate ladder.

The results using the SME data are given on page 22. Once the two common competencies were removed, no other competency was in the Top 10 for every level. As was noted previously, the professional coaches made many more significant distinctions regarding the importance of competencies for each organizational level. In other words, the emergence of a “leadership machine” is even more recognized by the SMEs than the VOICES[®] raters.

Implications for Talent Management and Executive Coaches

An important role for coaches of 360-degree feedback is to help prepare recipients for future positions. If one subscribes to the Machine Model of Leadership, the transitional points become important developments opportunities. In this study, we examined the following three transition points:

1. Independent contributor to supervisor;
2. Supervisor to manager; and
3. Manager to executive.

Below we present the competencies which were rated as in the Top 10 of importance in the next organizational level but *not* in the current one. For example, “decision quality” was viewed as the 11th most important competency for individual contributors but as 5th most important for supervisors. And so on. Competencies identified using the VOICES[®] data set and the SME data set are specified. As can be observed, seldom are the same competencies identified by the two rater groups.

This information can be used by feedback coaches to develop 360-degree participants for the next level of management. Leaders of talent management systems also can use this information to coordinate job assignments to prepare individuals for future promotions.

Independent Contributor to Supervisor. The following eight competencies can be classified as critical developmental needs for transitioning into supervision.

VOICES[®] data:

- Decision Quality 11th → 5th.
- Directing Others 22nd → 7th.
- Informing 13th → 9th.

SME data:

- Confronting Direct Reports 65th → 3rd.
- Fairness to Direct Reports 61st → 5th.
- Timely Decision Making 27th → 7th.
- Managing & Measuring Work 64th → 8th.
- Motivating Others 47th → 9th.

Supervisor to Manager. The only competency mentioned by both groups of raters was “building effective teams.” Again, there were eight unique competencies identified.

VOICES[®] data:

- Hiring and Staffing 22nd → 4th.
- Motivating Others 11th → 7th.
- Building Effective Teams 14th → 9th.

SME data:

- Developing Direct Reports & Others 33rd → 1st.
- Decision Quality 32nd → 5th.
- Ethics & Values 17th → 6th.
- Building Effective Teams 20th → 8th.
- Comfort Around Higher Management 51st → 9th.

- Conflict Management 15th → 10th.

Manager to Executive. “Business acumen” and “strategic agility” were perceived as TOP 10 competencies for executives by both rater groups. Six additional competencies were viewed as important for the executive level, but not nearly as much so for the manager position.

VOICES[®] data:

- Functional/Technical Skills 12th → 6th.
- Intellectual Horsepower 21st → 7th.
- Business Acumen 24th → 8th.
- Strategic Agility 28th → 9th.

SME data:

- Dealing with Ambiguity 39th → 1st.
- Business Acumen 14th → 2nd.
- Perspective 46th → 6th.
- Presentation Skills 35th → 7th.
- Problem Solving 24th → 8th.
- Strategic Agility 54th → 10th.

Conclusion

Certainly, many of the same competencies appear to be required to be successful in companies, regardless of the organizational level an employee occupies. Lombardo and Eichinger (2001) call them “price-of-admission competencies.” For example, it is hard to imagine that one can be effective without being customer focused, having integrity and trust, or driving for results. On the other hand, there are some distinct competency differences across levels in an organization. Valued competencies that made one successful at one level will not ensure success at the next level. Individuals need to be cognizant of this fact. Moreover, leaders of talent management programs and 360-degree feedback coaches must understand it. As the title of Marshall Goldsmith’s recent book asserts, *What got you here won’t get you there*. In general, our findings suggest that there are about eight unique competencies that are very important in one organizational level (in the Top 10) that are not in the prior one. This Leadership Machine Model needs to be acknowledged and implemented as companies develop their succession planning and talent management systems.

The other finding of interest is that executive coaches (SMEs) may perceive competency importance differently than raters of 360-degree instruments (VOICES[®] respondents). Coaches appear to be most disconnected from VOICES[®] raters with regard to what competencies are most (and least) important at the supervisory level. Although exactly what competencies are actually required to be successful in a given organization at a specific level likely varies among companies, one would

expect professional coaches and 360-degree feedback to be in agreement. A better understanding why there are some differences between VOICES[®] norms and SME opinions would be beneficial.

References

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Dai, G., Tang, K., & De Meuse, K. P. (Submitted). *Leadership competencies across position levels: Test of the pipeline model*. Research paper submitted to the Society for Industrial and Organizational Psychology Conference, San Francisco.

Goldsmith, M. (2007). *What got you here won't get you there*. New York: Hyperion.

Lombardo, M. M., & Eichinger, R. W. (2001). *The leadership machine: Architecture to develop leaders for any future*. Minneapolis: Lominger Limited, Inc.

Top 10 Competencies:
VOICES[®] Data Rankings by Position Level

| Competency | IC Rank | Supervisor Rank | Manager Rank | Executive Rank |
|--------------------------------|----------------|------------------------|---------------------|-----------------------|
| Customer Focus 15 | 1 | 1 | 1 | 2 |
| Integrity and Trust 29 | 2 | 2 | 2 | 1 |
| Functional/Technical Skills 24 | 3 | 4 | 12 | 6 |
| Drive for Results 53 | 4 | 6 | 6 | 5 |
| Ethics and Values 22 | 5 | 3 | 3 | 3 |
| Problem Solving 51 | 6 | 8 | 10 | 10 |
| Organizing 39 | 7 | 15 | 17 | 16 |
| Perseverance 43 | 8 | 17 | 25 | 18 |
| Planning 47 | 9 | 12 | 20 | 28 |
| Priority Setting 50 | 10 | 10 | 11 | 11 |
| Decision Quality 17 | 11 | 5 | 5 | 4 |
| Informing 27 | 13 | 9 | 19 | 24 |
| Intellectual Horsepower 30 | 15 | 24 | 21 | 7 |
| Directing Others 20 | 22 | 7 | 8 | 14 |
| Motivating Others 36 | 30 | 11 | 7 | 13 |
| Building Effective Teams 60 | 34 | 14 | 9 | 22 |
| Strategic Agility 58 | 43 | 41 | 28 | 9 |
| Business Acumen 5 | 46 | 43 | 24 | 8 |
| Hiring and Staffing 25 | 65 | 22 | 4 | 12 |

Note. Competencies in blue are common across all four organizational levels. The Top 10 numbered competencies are in blue for *each* organizational level.

Top 10 Competencies: SME Rankings by Position Level

| Competency | IC Rank | Supervisor Rank | Manager Rank | Executive Rank |
|--------------------------------|----------|-----------------|--------------|----------------|
| Functional/Technical Skills 24 | 1 | 18 | 41 | 54 |
| Action Oriented 1 | 2 | 1 | 38 | 56 |
| Integrity and Trust 29 | 3 | 2 | 7 | 5 |
| Perseverance 43 | 4 | 10 | 22 | 44 |
| Drive for Results 53 | 5 | 6 | 2 | 9 |
| Ethics and Values 22 | 6 | 17 | 6 | 4 |
| Technical Learning 61 | 7 | 38 | 62 | 64 |
| Time Management 62 | 8 | 21 | 37 | 55 |
| Customer Focus 15 | 9 | 4 | 4 | 13 |
| Listening 33 | 10 | 19 | 43 | 37 |
| Peer Relationships 42 | 11 | 25 | 21 | 50 |
| Problem Solving 51 | 12 | 27 | 24 | 8 |
| Priority Setting 50 | 17 | 11 | 23 | 24 |
| Standing Alone 57 | 21 | 37 | 13 | 32 |
| Decision Quality 17 | 24 | 32 | 5 | 3 |
| Conflict Management 12 | 26 | 15 | 10 | 17 |
| Timely Decision Making 16 | 27 | 7 | 15 | 43 |
| Dealing with Ambiguity 2 | 35 | 55 | 39 | 1 |
| Perspective 46 | 39 | 59 | 46 | 6 |
| Presentation Skills 49 | 40 | 54 | 35 | 7 |
| Business Acumen 5 | 45 | 45 | 14 | 2 |
| Comfort Around Higher Mgmt 8 | 46 | 51 | 9 | 12 |
| Motivating Others 36 | 47 | 9 | 20 | 20 |
| Strategic Agility 58 | 53 | 63 | 54 | 10 |
| Managing Vision & Purpose 65 | 56 | 60 | 26 | 11 |
| Building Effective Teams 60 | 57 | 20 | 8 | 40 |
| Directing Others 20 | 60 | 16 | 11 | 48 |
| Fairness to Direct Reports 23 | 61 | 5 | 53 | 59 |
| Developing DRs and Others 19 | 63 | 33 | 1 | 36 |
| Managing & Measuring Work 35 | 64 | 8 | 12 | 49 |
| Confronting Direct Reports 13 | 65 | 3 | 3 | 35 |

Note. Competencies in blue are common across all four organizational levels. The Top 10 numbered competencies are in blue for *each* organizational level.

Top and Bottom 10 Competencies For Individual Contributors

| Competency | VOICES® Rank | SME Rank |
|---------------------------------------|-----------------|-------------|
| Customer Focus 15 | 1 | 9 |
| Integrity and Trust 29 | 2 | 3 |
| Functional/Technical Skills 24 | 3 | 1 |
| Drive for Results 53 | 4 | 5 |
| Ethics and Values 22 | 5 | 6 |
| Problem Solving 51 | 6 | 12 |
| Organizing 39 | 7 | 29 |
| Perseverance 43 | 8 | 4 |
| Planning 47 | 9 | 16 |
| Priority Setting 50 | 10 | 17 |
| Listening 33 | 12 | 10 |
| Time Management 62 | 16 | 8 |
| Action Oriented 1 | 18 | 2 |
| Technical Learning 61 | 35 | 7 |

| Competency | VOICES® Rank | SME Rank |
|--|-----------------|-------------|
| Caring About Direct Reports 7 | 67 | 58 |
| Personal Disclosure 44 | 66 | 52 |
| Hiring and Staffing 25 | 65 | 67 |
| Career Ambition 6 | 64 | 14 |
| Humor 26 | 63 | 38 |
| Confronting Direct Reports 13 | 62 | 65 |
| Developing Direct Reports & Others 19 | 61 | 63 |
| Compassion 10 | 60 | 48 |
| Sizing Up People 56 | 59 | 41 |
| Total Work Systems 63 | 58 | 25 |
| Fairness to Direct Reports 23 | 56 | 61 |
| Managing Through Systems 59 | 54 | 62 |
| Delegation 18 | 44 | 66 |
| Command Skills 9 | 37 | 59 |
| Managing & Measuring Work 35 | 24 | 64 |
| Directing Others 20 | 22 | 60 |

Note. Competencies in blue are common across both sets of raters. The Top and Bottom 10 numbered competencies are in blue for *each* rater group.

Top and Bottom 10 Competencies for Supervisors

| Competency | VOICES [®] Rank | SME Rank |
|--------------------------------|-----------------------------|-------------|
| Customer Focus 15 | 1 | 4 |
| Integrity and Trust 29 | 2 | 2 |
| Ethics and Values 22 | 3 | 17 |
| Functional/Technical Skills 24 | 4 | 18 |
| Decision Quality 17 | 5 | 32 |
| Drive for Results 53 | 6 | 6 |
| Directing Others 20 | 7 | 16 |
| Problem Solving 51 | 8 | 27 |
| Informing 27 | 9 | 24 |
| Priority Setting 50 | 10 | 11 |
| Motivating Others 36 | 11 | 9 |
| Perseverance 43 | 17 | 10 |
| Timely Decision Making 16 | 18 | 7 |
| Managing & Measuring Work 35 | 20 | 8 |
| Fairness to Direct Reports 23 | 23 | 5 |
| Action Oriented 1 | 28 | 1 |
| Confronting Direct Reports 13 | 34 | 3 |

| Competency | VOICES [®] Rank | SME Rank |
|--------------------------------|-----------------------------|-------------|
| Personal Disclosure 44 | 67 | 62 |
| Career Ambition 6 | 66 | 42 |
| Humor 26 | 65 | 66 |
| Compassion 10 | 64 | 65 |
| Caring About Direct Reports 7 | 63 | 14 |
| Personal Learning 45 | 62 | 36 |
| Total Work Systems 63 | 61 | 22 |
| Creativity 14 | 60 | 43 |
| Understanding Others 64 | 59 | 50 |
| Dealing with Paradox 40 | 58 | 58 |
| Innovation Management 28 | 57 | 61 |
| Work / Life Balance 66 | 55 | 64 |
| Perspective 46 | 52 | 59 |
| Managing Through Systems 59 | 51 | 67 |
| Managing Vision and Purpose 65 | 45 | 60 |
| Strategic Agility 58 | 41 | 63 |

Note. Competencies in blue are common across both sets of raters. The Top and Bottom 10 numbered competencies are in blue for *each* rater group.

Top and Bottom 10 Competencies for Managers

| Competency | VOICES® Rank | SME Rank |
|---|-----------------|-------------|
| Customer Focus 15 | 1 | 4 |
| Integrity and Trust 29 | 2 | 7 |
| Ethics and Values 22 | 3 | 6 |
| Hiring and Staffing 25 | 4 | 17 |
| Decision Quality 17 | 5 | 5 |
| Drive for Results 53 | 6 | 2 |
| Motivating Others 36 | 7 | 20 |
| Directing Others 20 | 8 | 11 |
| Building Effective Teams 60 | 9 | 8 |
| Problem Solving 51 | 10 | 24 |
| Confronting Direct Reports 13 | 31 | 3 |
| Conflict Management 12 | 30 | 10 |
| Developing Direct Reports and Others 19 | 40 | 1 |
| Comfort Around Higher Management 8 | 41 | 9 |

| Competency | VOICES® Rank | SME Rank |
|--------------------------------------|-----------------|-------------|
| Personal Disclosure 44 | 67 | 63 |
| Career Ambition 6 | 66 | 57 |
| Humor 26 | 65 | 66 |
| Compassion 10 | 64 | 65 |
| Personal Learning 45 | 63 | 33 |
| Work / Life Balance 66 | 62 | 67 |
| Technical Learning 61 | 61 | 62 |
| Understanding Others 64 | 60 | 50 |
| Creativity 14 | 59 | 52 |
| Caring About Direct Reports 7 | 58 | 60 |
| Dealing with Paradox 40 | 57 | 61 |
| Patience 41 | 51 | 64 |
| Managing Through Systems 59 | 47 | 59 |
| Managing Diversity 21 | 13 | 58 |

Note. Competencies in blue are common across both sets of raters. The Top and Bottom 10 numbered competencies are in blue for *each* rater group.

Top and Bottom 10 Competencies for Executives

| Competency | VOICES [®] Rank | SME Rank |
|--------------------------------|-----------------------------|-------------|
| Integrity and Trust 29 | 1 | 5 |
| Customer Focus 15 | 2 | 13 |
| Ethics and Values 22 | 3 | 4 |
| Decision Quality 17 | 4 | 3 |
| Drive for Results 53 | 5 | 9 |
| Functional/Technical Skills 24 | 6 | 54 |
| Intellectual Horsepower 30 | 7 | 15 |
| Business Acumen 5 | 8 | 2 |
| Strategic Agility 58 | 9 | 10 |
| Problem Solving 51 | 10 | 8 |
| Perspective 46 | 42 | 6 |
| Dealing with Ambiguity 2 | 43 | 1 |
| Presentation Skills 49 | 44 | 7 |

| Competency | VOICES [®] Rank | SME Rank |
|--------------------------------------|-----------------------------|-------------|
| Personal Disclosure 44 | 67 | 63 |
| Career Ambition 6 | 66 | 51 |
| Humor 26 | 65 | 65 |
| Compassion 10 | 64 | 67 |
| Caring About Direct Reports 7 | 63 | 58 |
| Personal Learning 45 | 62 | 39 |
| Work / Life Balance 66 | 61 | 66 |
| Technical Learning 61 | 60 | 64 |
| Self Knowledge 55 | 59 | 25 |
| Total Work Systems 63 | 58 | 60 |
| Patience 41 | 54 | 62 |
| Approachability 3 | 41 | 61 |
| Fairness to Direct Reports 23 | 37 | 59 |

Note. Competencies in blue are common across both sets of raters. The Top and Bottom 10 numbered competencies are in blue for *each* rater group.

Top One-Third (7) Clusters:
VOICES[®] Data Rankings by Position Level

| Cluster Name | IC Rank | Supervisor Rank | Manager Rank | Executive Rank |
|--|----------------|------------------------|---------------------|-----------------------|
| Acting w/ Honor & Character R | 1 | 1 | 1 | 1 |
| Focusing on the Bottom Line J | 2 | 4 | 3 | 3 |
| Getting Organized E | 3 | 3 | 7 | 6 |
| Keeping on Point D | 4 | 2 | 2 | 4 |
| Making Complex Decisions B | 5 | 5 | 4 | 2 |
| Relating Skills N | 6 | 7 | 11 | 10 |
| Understanding the Business A | 7 | 10 | 12 | 7 |
| Communicating Effectively L | 8 | 12 | 14 | 14 |
| Managing Div. Relationships P | 9 | 9 | 9 | 9 |
| Inspiring Others Q | 10 | 8 | 5 | 5 |
| Getting Work Done Thru Others F | 11 | 6 | 6 | 8 |
| Being Organizationally Savvy K | 12 | 15 | 13 | 12 |
| Dealing with Trouble H | 13 | 11 | 10 | 11 |
| Creating the New and Different C | 14 | 16 | 16 | 15 |
| Managing Work Processes G | 15 | 14 | 15 | 16 |
| Balancing Work/Life U | 16 | 17 | 19 | 20 |
| Being open and Receptive S | 17 | 18 | 18 | 18 |
| Demonstrating Pers. Flexibility T | 18 | 19 | 17 | 17 |
| Managing Up M | 19 | 21 | 21 | 19 |
| Making Tough People Calls I | 20 | 13 | 8 | 13 |
| Caring About Others O | 21 | 20 | 20 | 21 |

Note. Clusters in blue are common across all four organizational levels. The Top 1/3 (7) numbered clusters are in blue for *each* organizational level.

Top One-Third (7) Clusters: SME Rankings by Position Level

| Cluster Name | IC Rank | Supervisor Rank | Manager Rank | Executive Rank |
|--|----------|-----------------|--------------|----------------|
| Focusing on the Bottom Line J | 1 | 1 | 3 | 12 |
| Acting w/ Honor & Character R | 2 | 2 | 1 | 1 |
| Understanding the Business A | 3 | 8 | 18 | 15 |
| Getting Organized E | 4 | 6 | 12 | 16 |
| Making Complex Decisions B | 5 | 9 | 5 | 2 |
| Keeping on Point D | 6 | 3 | 6 | 10 |
| Being Open and Receptive S | 7 | 17 | 19 | 19 |
| Communicating Effectively L | 8 | 15 | 13 | 4 |
| Demonstrating Pers. Flexibility T | 9 | 13 | 17 | 9 |
| Managing Diverse Relationships P | 10 | 5 | 10 | 14 |
| Managing Up M | 11 | 18 | 11 | 11 |
| Balancing Work/Life U | 12 | 21 | 21 | 21 |
| Relating Skills N | 13 | 10 | 14 | 17 |
| Creating the New and Different C | 14 | 20 | 15 | 3 |
| Being Organizationally Savvy K | 15 | 19 | 9 | 7 |
| Managing Work Processes G | 16 | 14 | 16 | 18 |
| Dealing with Trouble H | 17 | 7 | 7 | 8 |
| Inspiring Others Q | 18 | 12 | 4 | 5 |
| Making Tough People Calls I | 19 | 11 | 8 | 6 |
| Caring About Others O | 20 | 16 | 20 | 20 |
| Getting Work Done Thru Others F | 21 | 4 | 2 | 13 |

Note. Clusters in blue are common across all four organizational levels. The Top 1/3 (7) numbered clusters are in blue for *each* organizational level.

Top and Bottom 7 Clusters For Individual Contributors

| Cluster Name | VOICES[®] Rank | SME Rank |
|--|------------------------------------|---------------------|
| Acting with Honor and Character R | 1 | 2 |
| Focusing on the Bottom Line J | 2 | 1 |
| Getting Organized E | 3 | 4 |
| Keeping on Point D | 4 | 6 |
| Making Complex Decisions B | 5 | 5 |
| Relating Skills N | 6 | 13 |
| Understanding the Business A | 7 | 3 |
| Communicating Effectively L | 8 | 8 |
| Being Open and Receptive S | 17 | 7 |

| Cluster Name | VOICES[®] Rank | SME Rank |
|--------------------------------------|------------------------------------|---------------------|
| Caring About Others O | 21 | 20 |
| Making Tough People Calls I | 20 | 19 |
| Managing Up M | 19 | 11 |
| Demonstrating Personal Flexibility T | 18 | 9 |
| Being Open and Receptive S | 17 | 7 |
| Balancing Work/life U | 16 | 12 |
| Managing Work Processes G | 15 | 16 |
| Dealing with Trouble H | 13 | 17 |
| Being Organizationally Savvy K | 12 | 15 |
| Getting Work Done Through Others F | 11 | 21 |
| Inspiring Others Q | 10 | 18 |

Note. Clusters in blue are common across both sets of raters. The Top and Bottom 1/3 (7) numbered clusters are in blue for *each* rater group.

Top and Bottom 7 Clusters for Supervisors

| Cluster Name | VOICES [®] Rank | SME Rank |
|--|-----------------------------|-------------|
| Acting with Honor and Character R | 1 | 2 |
| Keeping on Point D | 2 | 3 |
| Getting Organized E | 3 | 6 |
| Focusing on the Bottom Line J | 4 | 1 |
| Making Complex Decisions B | 5 | 9 |
| Getting Work Done Through Others F | 6 | 4 |
| Relating Skills N | 7 | 10 |
| Inspiring Others Q | 8 | 12 |
| Managing Diverse Relationships P | 9 | 5 |
| Dealing with Trouble H | 11 | 7 |

| Cluster Name | VOICES [®] Rank | SME Rank |
|---|-----------------------------|-------------|
| Managing Up M | 21 | 18 |
| Caring About Others O | 20 | 16 |
| Demonstrating Personal Flexibility T | 19 | 13 |
| Being Open and Receptive S | 18 | 17 |
| Balancing Work/Life U | 17 | 21 |
| Creating the New and Different C | 16 | 20 |
| Being Organizationally Savvy K | 15 | 19 |
| Managing Work Processes G | 14 | 14 |
| Communicating Effectively L | 12 | 15 |

Note. Clusters in blue are common across both sets of raters. The Top and Bottom 1/3 (7) numbered clusters are in blue for *each* rater group.

Top and Bottom 7 Clusters for Managers

| Cluster Name | VOICES [®] Rank | SME Rank |
|------------------------------------|-----------------------------|-------------|
| Acting with Honor and Character R | 1 | 1 |
| Keeping on Point D | 2 | 6 |
| Focusing on the Bottom Line J | 3 | 3 |
| Making Complex Decisions B | 4 | 5 |
| Inspiring Others Q | 5 | 4 |
| Getting Work Done Through Others F | 6 | 2 |
| Getting Organized E | 7 | 12 |
| Dealing with Trouble H | 10 | 7 |

| Cluster Name | VOICES [®] Rank | SME Rank |
|--------------------------------------|-----------------------------|-------------|
| Managing Up M | 21 | 11 |
| Caring About Others O | 20 | 20 |
| Balancing Work/Life U | 19 | 21 |
| Being open and Receptive S | 18 | 19 |
| Demonstrating Personal Flexibility T | 17 | 17 |
| Creating the New and Different C | 16 | 15 |
| Managing Work Processes G | 15 | 16 |
| Understanding the Business A | 12 | 18 |

Note. Clusters in blue are common across both sets of raters. The Top and Bottom 1/3 (7) numbered clusters are in blue for *each* rater group.

Top and Bottom 7 Clusters for Executives

| Cluster Name | VOICES [®] Rank | SME Rank |
|--|-----------------------------|-------------|
| Acting with Honor and Character R | 1 | 1 |
| Making Complex Decisions B | 2 | 2 |
| Focusing on the Bottom Line J | 3 | 12 |
| Keeping on Point D | 4 | 10 |
| Inspiring Others Q | 5 | 5 |
| Getting Organized E | 6 | 16 |
| Understanding the Business A | 7 | 15 |
| Being Organizationally Savvy K | 12 | 7 |
| Making Tough People Calls I | 13 | 6 |
| Communicating Effectively L | 14 | 4 |
| Creating the New and Different C | 15 | 3 |

| Cluster Name | VOICES [®] Rank | SME Rank |
|--------------------------------------|-----------------------------|-------------|
| Caring About Others O | 21 | 20 |
| Balancing Work/Life U | 20 | 21 |
| Managing Up M | 19 | 11 |
| Being Open and Receptive S | 18 | 19 |
| Demonstrating Personal Flexibility T | 17 | 9 |
| Managing Work Processes G | 16 | 18 |
| Creating the New and Different C | 15 | 3 |
| Relating Skills N | 10 | 17 |
| Understanding the Business A | 7 | 15 |
| Getting Organized E | 6 | 16 |

Note. Clusters in blue are common across both sets of raters. The Top and Bottom 1/3 (7) numbered clusters are in blue for *each* rater group.

Top 10 Competencies: VOICES[®] Data Rankings by Position Level

| Competency | IC Rank | Supervisor Rank | Manager Rank | Executive Rank |
|---------------------------------------|-----------|-----------------|--------------|----------------|
| Customer Focus 15 | * | * | * | * |
| Integrity and Trust 29 | * | * | * | * |
| Functional/Technical Skills 24 | 1 | 1 | 7 | 2 |
| Drive for Results 53 | * | * | * | * |
| Ethics and Values 22 | * | * | * | * |
| Problem Solving 51 | * | * | * | * |
| Organizing 39 | 2 | 10 | 17 | 16 |
| Perseverance 43 | 3 | 17 | 25 | 18 |
| Planning 47 | 4 | 7 | 20 | 28 |
| Priority Setting 50 | 5 | 5 | 6 | 6 |
| Decision Quality 17 | 6 | 2 | 2 | 1 |
| Listening 33 | 7 | 8 | 22 | 19 |
| Informing 27 | 8 | 4 | 19 | 24 |
| Composure 11 | 9 | 16 | 9 | 20 |
| Intellectual Horsepower 30 | 10 | 24 | 21 | 3 |
| Timely Decision Making 16 | 17 | 18 | 16 | 10 |
| Directing Others 20 | 22 | 3 | 4 | 9 |
| Motivating Others 36 | 30 | 6 | 3 | 8 |
| Building Effective Teams 60 | 34 | 9 | 5 | 22 |
| Managing Diversity 21 | 38 | 33 | 8 | 35 |
| Strategic Agility 58 | 43 | 41 | 28 | 5 |
| Delegation 18 | 44 | 31 | 10 | 32 |
| Business Acumen 5 | 46 | 43 | 24 | 4 |
| Hiring and Staffing 25 | 65 | 22 | 1 | 7 |

Note. (*) Asterisk indicates the competency is a base competency required for all four position levels. Competencies in blue also are common across all four organizational levels. The Top10 numbered competencies are in blue for *each* organizational level *after* the base competencies were removed.

Top 10 Competencies: SME Rankings by Position Level

| Competency | IC Rank | Supervisor Rank | Manager Rank | Executive Rank |
|--------------------------------------|---------|-----------------|--------------|----------------|
| Functional/Technical Skills 24 | 1 | 18 | 41 | 54 |
| Action Oriented 1 | 2 | 1 | 38 | 56 |
| <i>Integrity and Trust 29</i> | * | * | * | * |
| Perseverance 43 | 3 | 8 | 22 | 44 |
| <i>Drive for Results 53</i> | * | * | * | * |
| Ethics and Values 22 | 4 | 17 | 5 | 4 |
| Technical Learning 61 | 5 | 38 | 62 | 64 |
| Time Management 62 | 6 | 21 | 37 | 55 |
| Customer Focus 15 | 7 | 3 | 3 | 13 |
| Listening 33 | 8 | 19 | 43 | 37 |
| Peer Relationships 42 | 9 | 25 | 21 | 50 |
| Problem Solving 51 | 10 | 27 | 24 | 7 |
| Priority Setting 50 | 17 | 9 | 23 | 24 |
| Standing Alone 57 | 21 | 37 | 13 | 32 |
| Decision Quality 17 | 24 | 32 | 4 | 3 |
| Conflict Management 12 | 26 | 15 | 8 | 17 |
| Timely Decision Making 16 | 27 | 5 | 15 | 43 |
| Dealing with Ambiguity 2 | 35 | 55 | 39 | 1 |
| Approachability 3 | 36 | 10 | 51 | 61 |
| Perspective 46 | 39 | 59 | 46 | 5 |
| Presentation Skills 49 | 40 | 54 | 35 | 6 |
| Business Acumen 5 | 45 | 45 | 14 | 2 |
| Comfort Around Higher Mgmt 8 | 46 | 51 | 7 | 10 |
| Motivating Others 36 | 47 | 7 | 20 | 20 |
| Strategic Agility 58 | 53 | 63 | 54 | 8 |
| Managing Vision & Purpose 65 | 56 | 60 | 26 | 9 |
| Building Effective Teams 60 | 57 | 20 | 6 | 40 |
| Directing Others 20 | 60 | 16 | 9 | 48 |
| Fairness to Direct Reports 23 | 61 | 4 | 53 | 59 |
| Developing DRs and Others 19 | 63 | 33 | 1 | 36 |
| Managing & Measuring Work 35 | 64 | 6 | 10 | 49 |
| Confronting Direct Reports 13 | 65 | 2 | 2 | 35 |

Note. (*) Asterisk indicates the competency is a base competency required for all four position levels. Competencies in blue also are common across all four organizational levels. The Top10 numbered competencies are in blue for *each* organizational level *after* the base competencies were removed.