

10 DIMENSIONS OF DILIGENCE

CORE SELLING CAPABILITIES

| Growing Relationships | Situational Intelligence | Securing Information | Intentional Listening | Persuasive Communication |
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| <p>Summary</p> <p>Recognizes the value of consistently strong interactions with others as critical for building professional momentum, putting sustained, thoughtful effort into relationship building actions that deepens trust and creates win-win outcomes.</p> | <p>Summary</p> <p>Effectively identifies and interprets subtle or overt signals from others during important interactions and makes quick, deliberate adjustments in mindset, approach or behavior to gain traction and increase personal credibility.</p> | <p>Summary</p> <p>Exhibits genuine curiosity to learn and places high value in obtaining, documenting and leveraging relevant information to uncover context, needs, motivators and opportunities, with a focused effort to dig for root causes and other critical details that inform next steps.</p> | <p>Summary</p> <p>Expresses a sincere interest in others and remains in a 'receiving mode' to effectively, capture, interpret and confirm the meaning and intent behind spoken words, emotional tone and other critical, non-verbal clues.</p> | <p>Summary</p> <p>Formulates an idea, position, plan or solution by combining business context with learned insights and articulates the message with clarity, substance and personal conviction to influence and gain the commitment of others.</p> |
| <p>Behaviors + Actions</p> <ul style="list-style-type: none"> Identifies high potential relationships that align to business goals Follows a planned approach for outreach and maintains contact over time Exchanges perspectives to uncover points of alignment Continuously meets or exceeds stated expectations Leverages setbacks and disappointments in a positive way to strengthen personal credibility | <p>Behaviors + Actions</p> <ul style="list-style-type: none"> Modifies natural communication approach to adopt the predominant style and substance of the interaction Remains alert and observant to indicators from others, recognizing opportunities to adapt Demonstrates a balance of empathy, understanding and forward-thinking at all times Builds credibility through acknowledging needs and resolving to take or support action Recognizes when healthy consensus is building against a preferred course of action and facilitates a conversation around alternatives | <p>Behaviors + Actions</p> <ul style="list-style-type: none"> Engages with various sources of information to gather objective facts; prepare for live dialogues as appropriate Develops a series of questions ranging from broad to focused that guide discovery Leads interpersonal dialogues as part of sustained fact-finding and information gathering Utilizes a set of practical standards to determine the quality and relevance of information <p>Captures, organizes and documents information for easy access and retrieval</p> | <p>Behaviors + Actions</p> <ul style="list-style-type: none"> Resolves to temporarily sideline personal agenda and attempts to steer the discussion to truly capture the other person's point of view Remains silent while another is speaking but signals engagement through subtle actions and acknowledgments Allows for pauses within the conversation without immediately converting the silence into conversation Observes non-verbal cues and notes any disconnect with spoken words Confirms understanding of message by restating what was shared | <p>Behaviors + Actions</p> <ul style="list-style-type: none"> Maximizes impact by ensuring that the right message is delivered to the right audience at the right time Clearly connects the 'what' with the 'why' in a way that is relevant to stakeholders Balances facts and information with appropriate levels of passion to gain buy-in Embraces pushback or hesitation as valuable feedback inputs and uses the information to adjust approach real-time or at a later date Presents a next step forward and leverages enthusiasm generated to win commitment |

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PERSONAL LEADERSHIP CAPABILITIES

| Personal Ownership | Time Planning | Service Mindset | Winning Drive | Inner Resolve |
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| <p>Summary</p> <p>Espouses responsibility and accountability for any outcome that lies within one's personal span of control with emphasis on timely, quality work and keeping commitments.</p> | <p>Summary</p> <p>Maintains a broad view of personal workload at all times and utilizes a prioritization method to balance both proactive and reactive activities according to the highest and best use of time necessary to achieve expected levels of performance.</p> | <p>Summary</p> <p>Remains sensitive and responsive to the needs of others as a way of demonstrating care and importance, resolving to own or shepherd service outcomes to create positive experiences, drive satisfaction and secure loyalty.</p> | <p>Summary</p> <p>Demonstrates the strong desire to compete and garner recognition for achieving winning outcomes, relentlessly pursuing and prioritizing opportunities according to greatest probability of success.</p> | <p>Summary</p> <p>Embraces conflict, setbacks and adversity with confidence and personal resolve to keep advancing in a focused, measured way despite pressure, demands or challenging circumstances, buoyed by a mindset that success is inevitable.</p> |
| <p>Behaviors + Actions</p> <ul style="list-style-type: none"> • Goes on record as the accountable party for all role-relevant activities • Personally facilitates strong hand-offs for important matters that may fall outside of role responsibilities • Stays on top of unresolved issues to ensure they come to a satisfactory close • Retains a high level of reliability by following through on expectations and commitments • Accepts responsibility for failures and embraces lessons learned to improve future outcomes | <p>Behaviors + Actions</p> <ul style="list-style-type: none"> • Focuses on a next, logical step methodology for all internal tasks and external opportunities • Takes command over one's schedule and calendar, prioritizing tasks to align with best potential for productivity • Blocks time for pre-call preparation and post-call documentation • Builds daily margin into the schedule to account for reactive or urgent tasks requiring immediate attention • Establishes and communicates appropriate boundaries to protect time as a fixed resource | <p>Behaviors + Actions</p> <ul style="list-style-type: none"> • Exudes a competent, approachable demeanor during all interactions • Uncovers concerns or issues and digs further to uncover root cause or related factors • Demonstrates understanding and expresses empathy for another's view point • Takes appropriate action to solve concerns either personally or through timely soliciting others • Seeks feedback on performance and satisfaction levels, documenting and relaying information to other related or responsible parties | <p>Behaviors + Actions</p> <ul style="list-style-type: none"> • Recognizes the established definition of success and rules of the game and aligns one's behaviors accordingly • Analyzes, identifies and prioritizes opportunities at every level of maturation that have strong potential for success based on facts and evidence • Distills the broader goal of winning down to smaller, incremental steps to achieve smaller wins along the way • Influences and persuades others to drive timely actions to advance goals • Savors triumph and recognition, using personal successes and lessons learned as a formula to follow for future wins | <p>Behaviors + Actions</p> <ul style="list-style-type: none"> • Effectively manages personal stress triggers and impulses, focusing on the next logical step to drive best-case outcomes • Develops and deploys practical coping strategies • Recognizes that setbacks are not permanent and activates personal willpower to keep driving • Internalizes a sense of optimism and the communicates potential for positive outcomes to others • Leverages setbacks and lessons learned to fortify and strengthen personal confidence in knowledge, skills and abilities |