



INNOVATION AND CHANGE MANAGEMENT

Uses personal knowledge and professional experience to envision the future, anticipate change, capitalize on opportunities and develop innovative options that further the strategic direction of the organization

- 1. Understands and adapts to changes in the strategic and/or operational direction of the organization
- 2. Shows foresight and imagination to see possibilities, opportunities and trends
- 3. Demonstrates commitment to seek out opportunities and contributes to developing innovative or alternative solutions.
- 4. Understands the strategic direction and goals of the organization and aligns personal performance objectives with organizational priorities.

	MET FEW EXPECTATIONS (MFE)	MET SOME EXPECTATIONS (MSE)	SUCCESSFULLY MET EXPECTATIONS (SME)	FAR EXCEEDED EXPECTATIONS (FEE)
1	▪ Fails to alter usual patterns of behavior or performance to adapt to operational changes. Is not receptive to new viewpoints or directions.	▪ Has difficulty accepting and cooperating in the implementation of change,	▪ Actively supports changing direction, goals and responsibilities. Is flexible, open and receptive to new information and ideas.	▪ Anticipates and proactively responds to changing situations. Is consistently receptive to new ideas and information. Inspires, encourages and provides support to others in response to change.
2	▪ Does not show foresight and imagination to see possibilities, opportunities and trends.	▪ Inconsistently demonstrates foresight and imagination to see possibilities, opportunities and trends	▪ Demonstrates foresight and imagination to see possibilities, opportunities and trends	▪ Consistently demonstrates foresight and proactively seeks opportunities to expand knowledge of innovative solutions and ideas.
3	▪ Resists opportunities and challenges, does not show initiative to develop innovative solutions.	▪ Often does not demonstrate a commitment to seek out opportunities to innovate. Shows little initiative.	▪ Frequently identifies opportunities in challenges and demonstrates initiative to develop alternative solutions.	▪ Consistently demonstrates creative behavior and makes significant contributions to developing innovative solutions.
4	▪ Is unaware of organizational goals and fails to change usual patterns of behavior or performance in alignment with organizational priorities.	▪ Is often unaware of organizational goals; demonstrates resistance in adjusting to changing situations, priorities and responsibilities.	▪ Regularly demonstrates awareness of organizational goals; modifies one’s preferred way of doing things when it benefits the whole.	▪ Thoroughly aware of organizational goals and strategic direction. Switches roles and procedures easily to facilitate change in line with organizational priorities.