



Achieving Results

PROBLEM SOLVING

Anticipates and identifies problems; conducts appropriate analysis to understand stakeholder interests. Generates and evaluates alternative solutions. Takes thoughtful risks.

Core Behavioral Anchors –

1. Evaluates the pros and cons, risks and benefits of different solutions; prioritizes opportunities and challenges in order to solve urgent, high impact problems first.
2. Works effectively with others to solve problems and make decisions; seeks input from partners.
3. Identifies issues and addresses them in a timely, data driven and transparent manner to achieve sustainable and optimal results.

Management Behavioral Anchors –

1. Fosters an environment where employees feel safe raising issues, offering solutions and input.
2. Accountable for decisions and actions when solving problems.
3. Utilizes broad organizational knowledge to identify root causes and potential impacts of proposed solutions.

Met Few Expectations (MFE)	Met Some Expectations (MSE)	Successfully Met Expectations (SME)	Far Exceeded Expectations (FEE)
Has difficulty distinguishing between critical and noncritical issues; loses focus when resolving larger issues.	Needs help analyzing and prioritizing problems; tends to focus on simple operational issues.	Solves urgent, high impact problems first.	Analyzes and prioritizes critical problems accurately and quickly; maintains a sense of urgency in solving even complex problems.
Solutions are rarely innovative; 'quick fixes' do not yield lasting or quality results.	Solutions usually short-term; rarely transformative in terms of greater efficiency and/or improved quality.	Solutions effectively address issues and are easily sustainable.	Solutions consistently transform workplace; processes are more efficient; the quality of products and services improve significantly.
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.