



Creating the Future

CHANGE AGILITY

Anticipates and adapts to change. Supports change initiatives by energizing others at all levels and ensuring continued commitment when faced with new initiatives. Demonstrates tolerance and adaptability when dealing with ambiguous situations. Effectively plans for change and deals with setbacks through flexibility and resilience.

Core Behavioral Anchors –

1. Adapts approaches as needed to address changing priorities; is flexible, open, and receptive to new approaches; willing to step outside of one's comfort zone.
2. Seeks to understand context while navigating through organizational change.
3. Aware of own and others' responses to change and responds in a way that is productive for the organization and its team members.

Management Behavioral Anchors –

1. Creates a supportive environment in which team members anticipate and are able to adapt to change.
2. Actively supports change initiatives; holds team members accountable to adopt change.
3. Actively builds awareness of change strategies and change impacts to team members; serves as a liaison between the team and change leaders.

Met Few Expectations (MFE)	Met Some Expectations (MSE)	Successfully Met Expectations (SME)	Far Exceeded Expectations (FEE)
Change averse; prefers to continue to do things as they always have been done.	Has a limited perspective and understanding of the importance of change.	Understands the value of change.	Clearly defines the value and imperative for change; consistently offers original, inventive ideas.
Resistant to change; maintains focus on immediate, routine tasks; work efforts do not align with unit and department goals.	Contributions and work efforts often do not reflect an understanding of unit and department goals.	Effectively aligns work efforts with organizational and department goals.	Encourages and leads changes that enhance organizational and workforce effectiveness.
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.