Lampiran

Beberapa ***KEY BEHAVIOUR*** dari beberapa Dimensi ***MANAGERIAL SKILL***

1. **LEADERSHIP**: Achieving extraordinary business results through people.
   - Inspires others with compelling visions.
   - Takes risks for the sake of principles, values or mission.
   - Builds trust and demonstrates integrity with a noticeable congruence between words and actions (walks their talk).
   - Demonstrates optimism and positive expectations of others.
   - Delegates appropriate responsibilities and authority.
   - Involves people in decisions that affect them.
     Addresses performance issues promptly, fairly and consistently.
   - Adapts methods and approaches to the needs and motivations of others.
   - Makes decisions to avoid or mitigate the negative consequences for people.
   - Demonstrates loyalty to constituents.
2. **PROMOTING TEAMWORK**: Working effectively and productively with others.
   - Respects team members and their individual perspectives.
   - Makes team mission and objectives a priority.
   - Works toward consensus when team decisions are required.
   - Meets agreed-upon deadlines on team assignments and commitments.
   - Shares responsibility with team members for successes and failures.
   - Keeps team members informed regarding projects.
   - Supports team decisions.
   - Recognizes and appreciates the contributions of team members.
   - Behaves in a manner consistent with team values and mission.
   - Provides constructive feedback to team and its members.
   - Responds positively to feedback from team members.
   - Raises and/or confronts issues limiting team effectiveness.

3. **PROBLEM SOLVING**: Anticipating, analyzing, diagnosing, and resolving problems.
   - Anticipates, identifies and resolves problems or obstacles.
   - Utilizes logic and systematic processes to analyze and solve problems.
   - Defines the causes, effects, impact, and scope of problems.
   - Identifies the multiple components of problems and their relationships.
   - Prioritizes steps to solution.
   - Develops criteria for optimum solutions.
   - Evaluates the potential impact of possible solutions and selects the best one.
4. **CREATIVITY/INNOVATION**: Adapting traditional or devising new approaches, concepts, methods, models, designs, processes, technologies, and/or systems.
   - Notices unique patterns, variables, processes, systems, or relationships.
   - Expresses non-traditional perspectives and/or novel approaches.
   - Synthesizes and/or simplifies data, ideas, models, processes, or systems.
   - Challenges established theories, methods and/or protocols.
   - Encourages and promotes creativity and innovation.
   - Modifies existing concepts, methods, models, designs, processes, technologies, and systems.
   - Develops and tests new theories to explain or resolve complex issues.
   - Applies unorthodox theories and/or methods.
   - Imagines new or revolutionary concepts, methods, models, designs, processes, Technology, systems, products, services, or industries.
5. **WRITTEN COMMUNICATION**: Writing clearly, succinctly and understandably.
   - Writes in ways that make abstract concepts, issues and information clear and understandable.
   - Utilizes a wide range of appropriate writing techniques and methods.
   - Succinctly presents objective or subjective viewpoints and arguments.

- Achieves communication objectives by organizing information in logical sequences that
  lead readers to come to natural conclusions.
- Determines what information needs to be communicated.
- Deftly utilizes written language to convey key messages and meaning.
- Effectively involves readers in the material.
- Adjusts writing style to specific audiences as needed.

6. **CUSTOMER SERVICE ORIENTATION**: Anticipating, meeting and/or exceeding customer needs, wants and expectations.
   - Strives to anticipate, identify and understand customers' wants, needs and concerns.
   - Responds to customers with a sense of urgency.
   - Follows through on customer requests.
   - Is patient and courteous with customers.
   - Resolves issues and complaints to the satisfaction of customers.
   - Expends extraordinary effort to satisfy customers.
   - Develops relationships with customers.
   - Partners with customers to assist them in achieving their objectives.
     Acts as an advocate for customers' needs.
   - Takes professional risks for the sake of customers' needs.
7. **FLEXIBILITY**: Agility in adapting to change.
   - Responds promptly to shifts in direction, priorities and schedules.
   - Demonstrates agility in accepting new ideas, approaches and/or methods.
   - Effective in juggling multiple priorities and tasks.
   - Modifies methods or strategies to fit changing circumstances.
   - Adapts personal style to work with different people.
   - Maintains productivity during transitions, even in the midst of chaos.
   - Embraces and/or champions change.
8. **GOAL ORIENTATION**: Energetically focusing efforts on meeting a goal, mission or objective.
   - Acts independently to achieve objectives without supervision.

- Expends the necessary time and effort to achieve goals.
- Recognizes and acts on opportunities to advance progress towards meeting goals.
- Establishes and works toward ambitious and challenging goals.
- Develops and implements strategies to meet objectives.
- Measures effectiveness and performance to ensure results are attained.
- Acts with a sense of urgency to achieve goals.
- Demonstrates persistence in overcoming obstacles to meet objectives.
- Takes calculated risks to achieve results.

9. **PLANNING/ORGANIZING**: Utilizing logical, systematic and orderly procedures to meet objectives.
   - Works effectively within established time frames and priorities.
   - Utilizes logical, practical and efficient approaches.
     Prioritizes tasks for optimum productivity.
   - Develops procedures, processes and systems for order, accuracy, efficiency, and productivity.
   - Anticipates probable effects, outcomes and risks.
   - Develops contingency plans to minimize waste, error and risk.
     Allocates, adjusts and manages resources according to priorities.
   - Monitors implementation of plans and makes adjustments as needed.
10. **DIPLOMACY**: Effectively handling difficult or sensitive issues by utilizing tact, diplomacy and an understanding of organizational culture, climate and/or politics.
    - Effectively utilizes tact and diplomacy in working with people across hierarchical, functional and/or cultural borders.
    - Understands cultural, climate and organizational issues.
    - Adapts conduct and communications to "politically correct" standards.
    - Effectively leverages networks of influence to get things done.
    - Is sensitive to the needs of "special interest" groups within organizations.
    - Builds relationships and networks with key people of influence.
    - Provides advice, counsel and mentoring on organizational issues.

- Utilizes both formal and informal networks internally to obtain support and achieve results.
- Utilizes both formal and informal networks externally to obtain support and achieve results.

11. PERSONAL EFFECTIVENESS: Demonstrating initiative, self-confidence, resiliency and a willingness to take responsibility for personal actions.

- Possesses unwavering confidence and belief in personal capabilities.
- Takes initiative and does whatever it takes to achieve goals.
- Projects confidence and self-assurance.
- Bounces back after setbacks.
- Asserts self in personal and professional life.
- Admits mistakes and works to avoid repeating them.
- Accepts personal responsibility for achieving personal and professional Goals.
- Functions effectively and achieves results even in adverse circumstances.

12. ORAL COMMUNICATION SKILL : Communicating effectively to groups.

- Organizes information to be presented in succinct, logical sequence.
- Presents information in ways that makes abstract or complex concepts clear and understandable.
- Effectively utilizes language, word-pictures, stories, metaphors, and humor.
- Utilizes a wide range of non-verbal communication or body language such as speech inflection, voice modulation, eye contact, facial expression, and gestures.
- Implements a variety of visual and auditory devices to capture and invoke the udience's senses, participation and interest.
- Projects authenticity, confidence, conviction, and passion.
- Appeals to and engages the heart and mind of the audience.
  Tailors presentation to the interests, needs and wants of audiences.
- Establishes and delivers content objectives.

- Communicates in ways that elevate audience awareness and understanding.
- Communicates in ways that enlighten, educate, challenge and persuade the audience to think, believe or behave in a specific way.
- Is recognized and relied upon as an effective spokesperson.

13. MANAGEMENT: Achieving extraordinary results through effective management of resources, systems and processes.

- Takes risks for the sake of goals, objectives or results.
- Demonstrates optimism and positive expectations of others.
- Establishes high performance standards.
- Holds people accountable and focused on goals and priorities.
- Identifies barriers to objectives and removes them.
- Delegates appropriate responsibilities and authority.
- Ensures adequate resources are available to achieve objectives.
- Makes decisions that benefit the bottom line or return on investment

14. DELEGATION: Facilitating agreements between two or more parties.

- Understands both parties must get something they want before agreement is feasible.
- Listens to identify and understand what each party wants.
- Determines what each party is willing to accept in an agreement.
- Establishes a non-threatening environment, conducive to open communication for discussing possible terms of agreement.
- Develops the terms for an agreement.
- Ensures each party understands the terms of agreement.
- Binds agreements between parties with verbal and/or written contracts.

15. PERSUASION: Convincing others to change the way they think, believe or behave.

- Utilizes the knowledge of other's needs, wants, beliefs, attitudes, and behavior to promote a concept, product or service.

- Builds trust and credibility before attempting to promote concepts, products or services.
- Understands and utilizes compliance-producing behaviors to influence others such as authority, being likeable, proof of the prior compliance of others, limited availability, sampling or giving something away to create a sense of obligation.
- Uses logic and reason to develop rational arguments that challenge current assumptions, attitudes, beliefs, and behavior.
- Identifies and addresses the social, emotional, economic, and practical barriers that prevent people from complying.
- Adapts techniques and approaches to the needs and wants of those being influenced.

16. EMPATHY: Identifying with and caring about others.

- Demonstrates genuine concern for others.
- Respects and values people.
- Perceives and is sensitive to the emotions people experience.
- Expends considerable effort to understand the real needs, concerns and feelings of others.
- Advocates for the interests, needs and wants of others.
- Demonstrates cross-cultural sensitivity and understanding.
- Takes personal and/or professional risks for the sake of others.

17. ABILITY TO LEARN: Taking initiative in learning and implementing new concepts, technologies and/or methods.

- Demonstrates curiosity and enthusiasm for learning.
- Takes initiative in acquiring and mastering the skills and knowledge requirements of a position.
- Keeps abreast of current or new information through reading and other learning methods.
- Actively interested in new technologies, processes and methods.
- Welcomes or seeks assignments requiring new skills and knowledge.
- Expends considerable effort and/or expense on learning.
- Genuinely enjoys learning.

- Identifies applications for knowledge.
- Is considered a knowledgeable resource by others.

18. FUTURISTIC THINKING: Imagining, envisioning, projecting, and/or predicting what has not yet been realized.

- Demonstrates an ability to connect the dots and see the big picture.
- Observes and analyzes the forces driving current reality that may have long-term effects.
- Utilizes foresight and intuitive perception as well as factual events to draw inferences.
- Recognizes, supports and/or champions progressive ideas.
- Anticipates future trends or events.
- Envisions possibilities others may not.
- Imagines and/or predicts changes in current reality based on deductive and conceptual reasoning.

19. DECISION MAKING: Utilizing effective processes to make decisions.

- Demonstrates an ability to make difficult decisions in a timely manner.
- Gathers relevant input and develops a rational for making decisions.
- Evaluates the impact or consequences of decisions before making them.
- Acts decisively despite obstacles, resistance or opposition.
- Accepts consequences of decisions.
- Willing to correct erroneous decisions when necessary.
- Defends rationale for decisions when necessary.

20. SELF-MANAGEMENT: Demonstrating self-control and an ability to manage time and priorities.

- Effectively manages emotions and impulses.
- Effectively manages time and priorities to meet deadlines.
- Presents self assertively.
- Demonstrates an ability to maintain composure in the midst of crisis.
- Strives for continuous improvement.
- Balances personal and professional life.
- Takes initiative and acts without waiting for direction.

- Accepts responsibility for actions and results.

21. INTERPERSONAL SKILLS: Effectively communicating, building rapport and relating well to all kinds of people.

- Strives for self-awareness.
- Demonstrates sincere interest in others.
- Treats all people with respect, courtesy and consideration.
- Respects differences in the attitudes and perspectives of others.
- Listens, observes and strives to gain understanding of others.
- Communicates effectively.
- Sensitive to diversity issues.
- Develops and maintains relationships with many different kinds of people regardless of cultural differences.