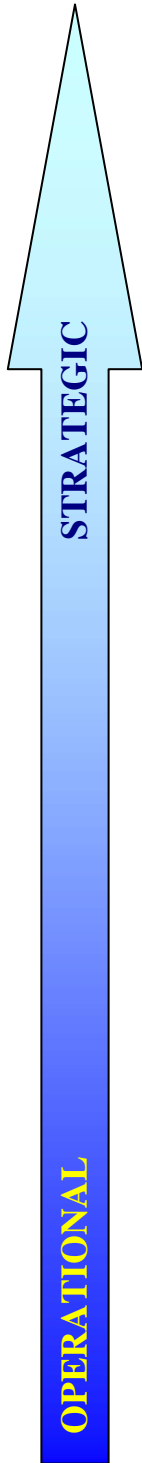


# City of Henderson Talent Management Success Factors



Foundational/Core Success Factors (Professional/Technical Levels) (11)	Leadership Success Factors (Supervisor/Divisional Manager Levels) (15)	Strategic/Visionary Success Factors (Director/City Manager Levels) (11)
		Systems Thinking
		Strategic Teamwork
		■ Strategic Communication
		Strategic Leadership
		Strategic Business Perspective
		Building Collaborative and Strategic Partnerships
		Challenge the Status Quo , Strategic Innovation and Risk-taking
		Inspiring a Common and Progressive Vision
		Cognitive Capacity and Continuous Learning
		Business & Financial Acumen
		Cross-Functional Expertise
	Team Leadership/Fostering Cooperation & Collaboration	
	Directing, Evaluating & Improving Performance	
	Acting Courageously	
	Execution Excellence	
	■ Organizational Influence	
	◆ Communicating Openly & Effectively	
	Emotional Intelligence	
	Developing & Coaching Individuals & Teams	
	Motivating and Empowering People to Act	
	Hiring and Sizing Up People	
	Facilitating & Managing Innovation & Change	
	Systems Orientation	
	Continuous Process Improvement	
	Knowing & Managing the Business	
	Functional Expertise	
■ Self-Confidence		
■ Interpersonal Savvy		
Ethics, Integrity, Trust, Values		
Intellectual Capability & Judgment		
Accountability, Drive & Personal Management		
Adaptability & Flexibility		
Teamwork		
Personal Learning and Development		
Creativity, Innovation		
Customer Focused		
Functional Expertise		

This framework assumes the employee already has the success factors shown in each previous category.

## TALENT and CAPABILITY DEVELOPMENT

- Introduced the Factor
- ◆ Working on the Factor
- ★ Mastered the Skill and Factor



<b>Foundational/Core Success Factors</b>	<b>Success Factor Definitions</b>
<b>Self-confidence</b>	<ul style="list-style-type: none"> <li>• This person represents their own ideas and concepts with confidence while being open to differing opinions.</li> <li>• This person presents themselves with self-assurance and demonstrates a positive attitude toward work and people.</li> <li>• This person stays composed under pressure and does not become irritated or defensive.</li> <li>• This person demonstrates an ability to make sound decisions despite uncertainties and pressures.</li> </ul>
<b>Interpersonal Savvy</b>	<ul style="list-style-type: none"> <li>• This person engages in productive debate and dialogue openly and honestly.</li> <li>• This person demonstrates effective communication skills, is receptive to feedback, and builds appropriate rapport and productive relationships.</li> <li>• This person listens attentively to understand the needs, intentions and values of others.</li> <li>• This person modifies behavior to accommodate tasks, situations and individuals involved.</li> </ul>
<b>Ethics, Integrity, Trust, Values</b>	<ul style="list-style-type: none"> <li>• This person demonstrates integrity by acting in accordance with the COH values and is a role model for ethical conduct.</li> <li>• This person builds and earns trust through mutually respectful, ongoing communication regardless of differences.</li> <li>• This person is known for their honest, direct, and truthful approach to people and situations.</li> </ul>
<b>Intellectual Capability and Judgment</b>	<ul style="list-style-type: none"> <li>• This person possesses appropriate knowledge to perform job function and learns quickly when facing new, complex, multiple problems.</li> <li>• This person seeks and finds cause-and-effect relationships, uses analytical skills and tools to extract valid conclusions from data, and systematically solves problems.</li> <li>• This person makes good, timely decisions based upon a blend of analysis, logic, wisdom, experience, judgment, and perception.</li> <li>• This person looks beyond the obvious and doesn't stop at the first answers.</li> </ul>
<b>Accountability, Drive &amp; Personal Management</b>	<ul style="list-style-type: none"> <li>• This person accepts personal responsibility for meeting commitments and does not make excuses.</li> <li>• This person sets high personal standards of performance and maintains a high level of productivity.</li> <li>• This person sets challenging goals/objectives that are consistent with COH goals/objectives and is motivated to achieve expected results.</li> <li>• This person manages time, organizes and prioritizes work to meet commitments on time.</li> </ul>
<b>Adaptability &amp; Flexibility</b>	<ul style="list-style-type: none"> <li>• This person maintains effectiveness and adjusts behaviors accordingly when experiencing major changes in work tasks or the work environment.</li> <li>• This person easily adapts to and accepts organizational changes when required.</li> <li>• This person is continuously adjusting to new data in ambiguous situations in order to make the best decision.</li> </ul>

<b>Teamwork</b>	<ul style="list-style-type: none"> <li>• This person shows commitment to their team, team goals and targets by completing assigned actions on time and following operating principles.</li> <li>• This person invites input from others, shares ownership, visibility, and makes others feel their work is important.</li> <li>• This person works well with people at all levels and considers the impact of their work on other teams and individuals within the City; acts with a sense of community in mind.</li> </ul>
<b>Personal Learning and Development</b>	<ul style="list-style-type: none"> <li>• This person demonstrates on-going passion for gaining knowledge; actively seeks to develop personal insight and broaden area of expertise; and proactively applies learnings on the job.</li> <li>• This person seeks feedback from coaches and others on personal performance and monitors performance against goals; learns from mistakes.</li> <li>• This person maintains and improves the things that help accomplish work goals.</li> </ul>
<b>Creativity, Innovation</b>	<ul style="list-style-type: none"> <li>• This person generates and implements new ideas to meet customer requirements, improve business results and quality.</li> <li>• This person thinks outside the box and identifies new solutions to problems.</li> <li>• This person develops new approaches by applying ideas and concepts from different fields or areas to arrive at alternative solutions.</li> </ul>
<b>Customer Focused</b>	<ul style="list-style-type: none"> <li>• This person strives to proactively understand customer's issues, needs and expectations and adjusts to meet expectations.</li> <li>• This person develops satisfied customers by meeting or exceeding expectations in every interaction.</li> <li>• This person actively seeks feedback on optimizing customer service and uses it to improve performance.</li> <li>• This person improves work processes to enhance alignment with service delivery and customer satisfaction.</li> </ul>
<b>Functional Expertise</b>	<ul style="list-style-type: none"> <li>• This person applies functional knowledge, skills, and abilities to successfully discharge positional duties.</li> </ul>

Leadership Success Factor	Definitions
<p>Team Leadership/Fostering Cooperation &amp; Collaboration</p>	<ul style="list-style-type: none"> <li>• This person emphasizes cooperation and encourages people to help one another rather than compete.</li> <li>• This person creates an open environment of trust by inviting constructive dialogue and expressions of disagreement</li> <li>• This person builds a team environment by creating opportunities for people to generate and implement their own best ideas.</li> <li>• This person leads by example and inspires others to follow.</li> </ul>
<p>Directing, Evaluating &amp; Improving Performance</p>	<ul style="list-style-type: none"> <li>• This person establishes team and individuals goals and tracks progress using appropriate measures.</li> <li>• This person expresses appreciation to employees for successful performance and coaches employees for development in areas where improvement is needed.</li> <li>• This person provides timely, specific, relevant feedback to others in a constructive and supportive manner.</li> <li>• This person makes the performance evaluation process a learning and growth experience by providing challenging/stretch opportunities.</li> </ul>
<p>Acting Courageously</p>	<ul style="list-style-type: none"> <li>• This person supports City of Henderson values in the face of adversity.</li> <li>• This person leads and sustains innovative change in the face of significant obstacles.</li> <li>• This person embraces new challenges and learning new techniques in order to achieve greater results.</li> <li>• This person demonstrates the courage to do what is right despite risk or discomfort.</li> </ul>
<p>Execution Excellence</p>	<ul style="list-style-type: none"> <li>• This person makes quality decisions in a timely manner.</li> <li>• This person takes personal accountability for the execution of results.</li> <li>• This person tackles problems and removes barriers to achieve results.</li> <li>• This person manages time, priorities, and meetings effectively to achieve goals.</li> </ul>

**This framework assumes the employee already has the success factors shown in each previous category.**

<b>Organizational Influence</b>	<ul style="list-style-type: none"> <li>• This person maneuvers through complex political situations effectively.</li> <li>• This person uses both formal and informal networks to effectively gain support and accomplish goals.</li> <li>• This person can effectively influence others when their stance may be viewed as unpopular.</li> <li>• This person seeks to anticipate and understand the perspectives and agendas of others.</li> </ul>
<b>Communicating Openly and Effectively</b>	<ul style="list-style-type: none"> <li>• This person communicates ideas in a manner that engages the audience and helps them understand and retain the message.</li> <li>• This person regularly communicates key information upward, downward, and across.</li> <li>• This person encourages open expression of ideas and opinions upward, downward, and across.</li> </ul>
<b>Emotional Intelligence</b>	<ul style="list-style-type: none"> <li>• This person builds productive interpersonal relationships and genuinely listens to others.</li> <li>• This person is stable, composed and in control of impulses and disruptive emotions.</li> <li>• This person respects and appreciates individuals with varying backgrounds and viewpoints.</li> <li>• This person has an awareness of their strengths and weaknesses and is open to feedback and new perspectives.</li> </ul>
<b>Developing and Coaching Individuals and Teams</b>	<ul style="list-style-type: none"> <li>• This person builds trusting partnerships with individuals and teams to identify and achieve growth objectives.</li> <li>• This person coaches individuals and team members to grow skills and accomplish objectives.</li> <li>• This person creates challenging roles, opportunities and developmental assignments that stretch others' capabilities.</li> </ul>
<b>Motivating and Empowering People to Act</b>	<ul style="list-style-type: none"> <li>• This person creates a climate in which people feel motivated.</li> <li>• This person delegates tasks and decisions appropriately.</li> <li>• This person asks employees for advice in areas in which they have expertise.</li> <li>• This person imparts to employees a sense of energy, ownership and personal commitment to do their best.</li> </ul>
<b>Hiring and Sizing Up People</b>	<ul style="list-style-type: none"> <li>• This person recruits and selects outstanding talent</li> <li>• This person matches people resources to anticipated mission needs.</li> <li>• This person makes proper judgments about the strengths and limitations of people</li> </ul>

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<b>Facilitating and Managing Innovation and Change</b>	<ul style="list-style-type: none"> <li>• <b>This person leads others to innovate and adapt by assisting in the change process.</b></li> <li>• <b>This person rewards innovation and the implementation of changes.</b></li> <li>• <b>This person effectively communicates the scope and reasons for change and innovation.</b></li> <li>• <b>This person manages resistance to innovation and change.</b></li> </ul>
<b>Systems Orientation</b>	<ul style="list-style-type: none"> <li>• <b>This person foresees how changes in one area can impact another.</b></li> <li>• <b>This person aligns people, processes, policies and procedures to be consistent with desired outcomes.</b></li> <li>• <b>This person proactively analyzes current patterns and events to influence future outcomes.</b></li> </ul>
<b>Continuous Process Improvement</b>	<ul style="list-style-type: none"> <li>• <b>This person strives for speed, simplicity and reduction in bureaucracy.</b></li> <li>• <b>This person actively supports initiatives for improvement inside and outside own area of responsibility.</b></li> <li>• <b>This person improves existing processes in terms of cost, quality and timeliness to meet customer expectations.</b></li> </ul>
<b>Knowing and Managing the Business</b>	<ul style="list-style-type: none"> <li>• <b>This person uses business knowledge to set and accomplish performance goals.</b></li> <li>• <b>This person applies appropriate “best practices” and leverages new trends to increase productivity, customer satisfaction, and safety.</b></li> <li>• <b>This person uses COH values and established business processes to guide decisions and actions.</b></li> <li>• <b>This person utilizes cross-functional business knowledge when making decisions.</b></li> </ul>
<b>Cross -Functional Expertise</b>	<ul style="list-style-type: none"> <li>• <b>This person applies functional knowledge, skills, and abilities to successfully discharge positional duties.</b></li> </ul>

**This framework assumes the employee already has the success factors shown in each previous category.**

STRATEGIC/VISIONARY SUCCESS FACTORS	DEFINITIONS
Systems Thinking	<ul style="list-style-type: none"> <li>• This person applies a systems thinking approach as part of a totally integrated systems solution to enterprise-wide change.</li> <li>• This person conducts a holistic enterprise-wide diagnosis and designs a plan from a system’s perspective.</li> <li>• This person demonstrates an understanding of the City’s big picture, knowing how each part fits and is integrated into the whole.</li> </ul>
Strategic Teamwork	<ul style="list-style-type: none"> <li>• This person collaborates with internal and external stakeholders building agreement to achieve city-wide goals.</li> <li>• This person shows equal consideration, concern, and respect for others.</li> <li>• This person builds trust through open and honest communication with team members.</li> <li>• This person respects and utilizes the diverse experience and knowledge of others to achieve city-wide goals.</li> </ul>
Strategic Communication	<ul style="list-style-type: none"> <li>• This person shares information to keep people engaged, empowered and aligned with the business direction.</li> <li>• This person engages in appropriate key communication between the City of Henderson, the employees, the community and community leaders to achieve city-wide goals.</li> <li>• This person develops and delivers consistent big picture messages in support of the vision and strategy. (I added this to make 3)</li> </ul>
Strategic Leadership	<ul style="list-style-type: none"> <li>• This person empowers others to seek innovative solutions and opportunities to achieve city-wide goals.</li> <li>• This person models the behaviors that they expect from others.</li> <li>• This person pursues initiatives to capitalize on opportunities based on their fit with broader strategies.</li> <li>• This person aligns the organization and allocates resources according to strategic priorities.</li> </ul>
Strategic Business Perspective	<ul style="list-style-type: none"> <li>• This person takes a long term, strategic view of City and State operations instead of a tactical view.</li> <li>• This person achieves a leadership role internally, regionally and statewide, while making council goals and the City vision a primary focus.</li> <li>• This person creates alignment between Council priorities, enterprise and department goals.</li> <li>• This person develops policies that are acceptable from multiple points of view while focusing on excellent service to the public.</li> <li>•</li> </ul>

<b>Building Collaborative and Strategic Partnerships</b>	<ul style="list-style-type: none"> <li>• This person builds collaborative and strategic relationships across units, teams, departments, and organizations.</li> <li>• This person works effectively with stakeholders to create policies that enhance customer service delivery.</li> <li>• This person develops a community of shared interests with public agencies and other key stakeholders.</li> <li>• This person partners with employees and others to build and maintain a strong sense of community, both internally and externally.</li> <li>•</li> </ul>
<b>Challenge the Status Quo, Strategic Innovation, and Risk-Taking</b>	<ul style="list-style-type: none"> <li>• This person challenges the way things have always been done at the City.</li> <li>• This person experiments with new ideas and solutions.</li> <li>• This person encourages divergent thinking and asks people to look outside their own perspectives.</li> <li>• This person takes appropriate levels of calculated risk.</li> <li>•</li> </ul>
<b>Inspiring a Common and Progressive Vision</b>	<ul style="list-style-type: none"> <li>• This person enthusiastically describes an organizationally united, uplifting and successful future for the City of Henderson.</li> <li>• This person attracts and inspires others to work towards common goals.</li> <li>• This person keeps the City of Henderson vision, mission and values at the forefront of all decision making and actions.</li> <li>•</li> </ul>
<b>Cognitive Capacity and Continuous Learning</b>	<ul style="list-style-type: none"> <li>• This person responds strategically and logically to the complexities inherent in service to the public.</li> <li>• This person analyzes and interprets key issues and trends and how these relate to the City.</li> <li>• This person integrates abstract concepts and complex information into decision making.</li> <li>• This person displays enthusiasm, thirst for knowledge, and lifelong learning.</li> </ul>
<b>Business and Financial Acumen</b>	<ul style="list-style-type: none"> <li>• This person displays the appropriate technical and functional expertise of City or Departmental operations.</li> <li>• This person demonstrates an in-depth understanding of high level financial analysis.</li> <li>• This person uses his/her knowledge of performance measures when making or evaluating strategic decisions.</li> <li>• This person stays abreast of government and industry trends and current developments.</li> <li>•</li> </ul>
<b>Cross-Functional Expertise</b>	<ul style="list-style-type: none"> <li>• This person demonstrates their knowledge about the role and interrelationship of each management and operational function.</li> <li>• This person proactively gets things done by effectively utilizing resources in our multi-function/multi-level City.</li> <li>• This person understands and considers all management functions when planning and implementing changes.</li> </ul>

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