

# City of Henderson Talent Management Success Factors

Foundational/Core Success Factors (Professional/Technical Levels) (12)	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	
	Managing Performance	
	Acting Courageously	
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	Coaching Individuals & Teams	
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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		
Communication		
Functional Expertise		

**STRATEGIC**

**OPERATIONAL**

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

**TALENT and CAPABILITY DEVELOPMENT**

Foundational/Core Success Factors	Success Factor Definitions
<b>Self-confidence</b>	<ul style="list-style-type: none"> <li>• This person represents their own ideas and concepts with conviction while being open to differing opinions.</li> <li>• This person is poised and presents themselves with self-assurance.</li> <li>• This person demonstrates a positive or “can do” attitude toward work and people.</li> <li>• This person demonstrates an ability to stay composed and 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 emotional intelligence skills by being receptive to feedback, building 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.</li> <li>• This person 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 consistently demonstrates 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 learns quickly when facing new or complex problems.</li> <li>• This person uses analytical skills and tools to find cause-and-effect relationships to reach valid conclusions.</li> <li>• This person addresses issues by first starting with desired outcomes and then looking at the big picture, patterns, and interrelationships while considering the impacts on stakeholders.</li> <li>• This person makes good, timely decisions based upon a blend of experience, judgment, analytic and systems-thinking skills.</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 in alignment with COH goals/objectives.</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 withholds judgment and actively seeks information about changes.</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 credit, and shares visibility.</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.</li> <li>• This person 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, broadening their area of expertise and proactively applies learning.</li> <li>• This person seeks feedback from coaches and others to monitor and continuously improve their performance.</li> <li>• This person learns from their mistakes.</li> <li>• This person continuously learns and improves the knowledge and skills 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 or exceed customer requirements, improve business results and increase quality.</li> <li>• This person thinks outside the box and identifies new solutions to problems.</li> <li>• This person develops new approaches, methods or technologies by applying ideas/concepts from different fields or areas to arrive at alternative solutions.</li> <li>• This person looks beyond the obvious and doesn't stop at the first answers.</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 those 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 or product delivery and customer satisfaction.</li> </ul>
<b>Communication</b>	<ul style="list-style-type: none"> <li>• This person organizes thoughts clearly and coherently in writing and speaking.</li> <li>• This person summarizes their message clearly and succinctly.</li> <li>• This person demonstrates the appropriate body language and non-verbals.</li> <li>• This person evaluates the situation and person(s) involved to effectively frame the message.</li> </ul>
<b>Functional Expertise</b>	<ul style="list-style-type: none"> <li>• This person applies functional knowledge, skills, and abilities to successfully perform positional duties.</li> </ul>

Leadership Success Factor	Success Factor Definitions
Team Leadership	<ul style="list-style-type: none"> <li>• This person emphasizes cooperation, removes barriers, and encourages people to help one another.</li> <li>• This person creates an open environment of trust by inviting constructive dialogue and expression of opinion.</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>
Managing Performance	<ul style="list-style-type: none"> <li>• This person establishes team goals, individual objectives and their measures, and tracks and evaluates progress.</li> <li>• This person reinforces successful performance and coaches employees for development in areas where improvement is needed.</li> <li>• This person conducts regular performance review activities (gap analysis, development planning, objectives' setting, and annual performance reviews) on time and in a supportive manner.</li> <li>• This person builds trusting partnerships with individuals and teams to identify and achieve growth objectives.</li> </ul>
Acting Courageously	<ul style="list-style-type: none"> <li>• This person supports and demonstrates City of Henderson values in the face of adversity.</li> <li>• Addresses people and process issues quickly and directly.</li> <li>• This person demonstrates the courage to do what is right despite risk or discomfort.</li> <li>• This person rewards courageous conversations and actions.</li> </ul>
Execution Excellence	<ul style="list-style-type: none"> <li>• This person makes quality decisions in a timely manner.</li> <li>• This person takes personal accountability to achieve 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.**

<p><b>Organizational Influence</b></p>	<ul style="list-style-type: none"> <li>• This person manages complex political situations effectively within the City’s Mission, Vision and Values.</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>
<p><b>Organizational Communication</b></p>	<ul style="list-style-type: none"> <li>• This person identifies key information and the appropriate audience.</li> <li>• This person communicates timely key information upward, downward, and across the organization.</li> <li>• This person provides individuals pertinent, accurate information to aide in quality decision making.</li> <li>• This person rewards the open expression of ideas and opinions upward, downward, and across the organization.</li> </ul>
<p><b>Emotional Intelligence</b></p>	<ul style="list-style-type: none"> <li>• This person builds productive interpersonal relationships and genuinely listens to others.</li> <li>• This person is 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>
<p><b>Coaching Individuals &amp; Teams</b></p>	<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 identifies success factors for individual and team success.</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>
<p><b>Motivating and Empowering People</b></p>	<ul style="list-style-type: none"> <li>• This person creates a climate in which people are 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>
<p><b>Maximizing Talent</b></p>	<ul style="list-style-type: none"> <li>• This person recruits and selects outstanding talent.</li> <li>• This person matches people’s competencies to anticipated mission needs.</li> <li>• This person makes proper judgments about the strengths and limitations of people.</li> <li>• This person anticipates future needs and positions talent appropriately.</li> </ul>

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<b>Facilitating Innovation &amp; Change</b>	<ul style="list-style-type: none"> <li>• This person leads others to innovate and adapt by assisting in the change process.</li> <li>• This person rewards innovation and the implementation of changes.</li> <li>• This person effectively facilitates and communicates the scope and reasons for change and innovation.</li> <li>• This person manages resistance to innovation and change.</li> </ul>
<b>Systems Orientation</b>	<ul style="list-style-type: none"> <li>• This person foresees how changes in one area can impact another.</li> <li>• This person aligns people, processes, policies and procedures to be consistent with desired outcomes.</li> <li>• This person proactively analyzes current patterns and events to influence future outcomes.</li> <li>• This person leverages system strengths and opportunities while mitigating weaknesses and threats.</li> </ul>
<b>Continuous Process Improvement</b>	<ul style="list-style-type: none"> <li>• This person strives for speed, simplicity and reduction in bureaucracy to ensure effectiveness and efficiency.</li> <li>• This person partners on improvement initiatives inside and outside own area of responsibility.</li> <li>• This person improves existing processes in terms of cost, quality and timeliness to meet customer/stakeholder expectations.</li> <li>• This person creates an environment where individuals participate in process evaluation and improvement.</li> </ul>
<b>Knowing and Managing the Business</b>	<ul style="list-style-type: none"> <li>• This person uses business knowledge and acumen to set and accomplish performance goals.</li> <li>• This person applies appropriate “best practices” and leverages new trends to increase productivity, customer satisfaction, and safety.</li> <li>• This person uses vision and values coupled with sound business processes to guide decisions and actions.</li> <li>• This person utilizes cross-functional business knowledge when making decisions.</li> </ul>
<b>Cross -Functional Expertise</b>	<ul style="list-style-type: none"> <li>• This person applies cross-functional knowledge, skills, and abilities to successfully perform leadership-positional duties.</li> </ul>

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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.</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> </ul>

<p><b>Building Collaborative and Strategic Partnerships</b></p>	<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> </ul>
<p><b>Challenge the Status Quo, Strategic Innovation, and Risk-Taking</b></p>	<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> </ul>
<p><b>Inspiring a Common and Progressive Vision</b></p>	<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> </ul>
<p><b>Cognitive Capacity and Continuous Learning</b></p>	<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>
<p><b>Business and Financial Acumen</b></p>	<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> </ul>
<p><b>Cross-Functional Expertise</b></p>	<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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