

CHARACTERISTIC – PROBLEM SOLVING/ANALYSIS	
<p>Defines, uses and communicates root cause identification processes effectively. Originates new ideas and methods for cost reduction and/or process improvements. Matches products, services programs or procedures to problem or opportunity at hand. Effectively prioritizes among projects and project scope options. Looks to deliver solution with high degree of value in short time frame.</p>	
<i>Skill & Behavior Description</i>	<i>Trend</i>
P1. Identifies root causes	<input type="checkbox"/> Improving <input type="checkbox"/> Declining <input type="checkbox"/> Consistent <input type="checkbox"/> Inconsistent
<p><input type="checkbox"/> Challenges and refines stakeholder needs. Gathers facts and data to thoroughly understand and document the problem. Recognized expert on root cause identification at corporate and individual level. Identifies stakeholders and brings them into problems early. Looks for opportunities.</p>	
<p><input type="checkbox"/> Listens to and communicates effectively with team members and stakeholders to understand problems and issues. Defines, uses and communicates root cause identification processes effectively.</p>	
<p><input type="checkbox"/> Assumes he/she knows stakeholders' needs. Unfamiliar with root cause investigation methods. Requires help to define root cause.</p>	
<p><input type="checkbox"/> <i>I have no personal knowledge of the individual's skill in this area.</i></p>	
P2. Demonstrates innovation in developing solutions	<input type="checkbox"/> Improving <input type="checkbox"/> Declining <input type="checkbox"/> Consistent <input type="checkbox"/> Inconsistent
<p><input type="checkbox"/> Generates new ideas, from self and others, that create value in market. Draws from large pool of resources willingly and creatively. Identifies highly innovative products, services, programs or procedures.</p>	
<p><input type="checkbox"/> Originates new ideas and methods for cost reduction and/or process improvements. Uses available resources and practical judgement in developing solutions. Matches products, services programs or procedures to problem or opportunity at hand.</p>	
<p><input type="checkbox"/> Sticks with known or traditional solutions. Occasionally mis-matches solution to problem. Does not encourage, use the creative ideas of others.</p>	
<p><input type="checkbox"/> <i>I have no personal knowledge of the individual's skill in this area.</i></p>	
P3. Assess costs, benefits, and risks	<input type="checkbox"/> Improving <input type="checkbox"/> Declining <input type="checkbox"/> Consistent <input type="checkbox"/> Inconsistent
<p><input type="checkbox"/> Viewed as cost/benefit expert in organization. Creates, uses cost/benefit techniques. Drives go/no go decisions using strong cost/benefit information. Demonstrates business perspective on what projects to pursue based on likelihood of benefit gains.</p>	
<p><input type="checkbox"/> Identifies tangible and intangible costs/benefits. Uses impact analysis, return map. Uses costs/benefits to help structure project and pick alternative. Considers all resources, both human and material, needed to carry out plans. Effectively prioritizes among projects and project scope options.</p>	
<p><input type="checkbox"/> Identifies obvious costs and benefits. Does not conduct impact analysis, or develop project return map. Offers breakeven analysis with no time value.</p>	
<p><input type="checkbox"/> <i>I have no personal knowledge of the individual's skill in this area.</i></p>	
P4. Structures solutions	<input type="checkbox"/> Improving <input type="checkbox"/> Declining <input type="checkbox"/> Consistent <input type="checkbox"/> Inconsistent
<p><input type="checkbox"/> Solutions consistently innovative. Consistently identifies and selects best solution package among many. Creatively structures projects to get the most value up front and willing to forego the complete solution if cost outweighs benefits.</p>	
<p><input type="checkbox"/> Innovative solutions proposed. Examines several solution packages. Looks to deliver solution with high degree of value in short time frame.</p>	
<p><input type="checkbox"/> Standard solutions proposed. Requires coaching to balance development time against deliverables and quality. Examines one solution package.</p>	
<p><input type="checkbox"/> <i>I have no personal knowledge of the individual's skill in this area.</i></p>	