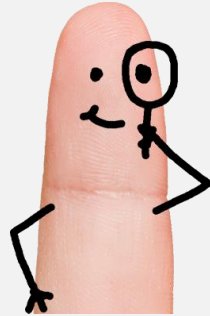


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This guide offers a list and description of over 50 success traits. The list may be used as a resource by HR, managers, and staff involved in recruiting, to identify the traits an individual must possess to be successful in a particular position. The guide also includes our Core Company Success Traits.

If you need help selecting success traits for a position, or have questions about this guide, please contact CUSTOMIZER: Insert the title of the contact (not the name). Example: the HR Manager.

## Core Company Success Traits

### 1. CUSTOMIZER: Insert your company-defined Success Trait

---

- ♦ CUSTOMIZER: Insert description of success trait.

### 2. CUSTOMIZER: Insert your company-defined Success Trait

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- ♦ CUSTOMIZER: Insert description of success trait.

### 3. CUSTOMIZER: Insert your company-defined Success Trait

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- ♦ CUSTOMIZER: Insert description of success trait.

### 4. CUSTOMIZER: Insert your company-defined Success Trait

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- ♦ CUSTOMIZER: Insert description of success trait.

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- ♦ CUSTOMIZER: Insert description of success trait.

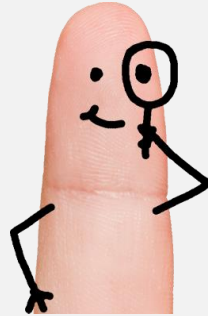
## Individual Success Traits

An individual's personal attributes.

### 6. Courage & Conviction

---

- ♦ Demonstrates discipline to act on values rather than on impulse.



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- ◆ Approaches new situations with a continuing positive outlook.
- ◆ Regularly analyzes own performance and designs an action plan for personal improvements.
- ◆ Deals openly with failure and shares knowledge learned from setbacks.

## 10. Reliability

---

- ◆ Demonstrates a high level of dependability in all aspects of the job.
- ◆ Demonstrates punctuality and a sense of trust and reliability.
- ◆ Shows commitment and dedication to complete tasks on time and with minimal supervision.

## 11. Behave Ethically / With Integrity

---

- ◆ ‘Walks the talk’ and ensures that own behavior and that of others is consistent with Company values and beliefs.
- ◆ Takes pride in being trustworthy, open, honest and direct.
- ◆ Acts on values when it’s not popular or easy to do so.
- ◆ Is prepared to take a stand on issues based on doing the right thing for the Company.
- ◆ Admits mistakes.

## 12. Flexibility / Adaptability

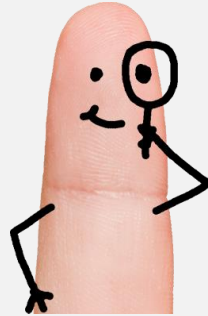
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- ◆ Adjusts own behaviors to work successfully in light of new information, and/or changing direction and environments.
- ◆ Is willing to adapt and do what is necessary to get the desired results.
- ◆ Remains positive when faced with unexpected events.
- ◆ Adapts well to, and supports change.
- ◆ Accepts changing priorities and direction.

## 13. Innovation / Creativity

---

- ◆ Thinks outside the box.
- ◆ Challenges status quo and traditional ‘the way things have always been done’ thinking.
- ◆ Applies original thinking in approach to job and other processes, methods, systems, products, and/or services.



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- ◆ Acknowledges when one doesn't know something and takes steps to find the answer.

## 17. Analytical

---

- ◆ Examines and interprets a wide variety of data/information and makes recommendations or decisions.
- ◆ Identifies underlying complex issues.
- ◆ Systematically compares and organizes.
- ◆ Personally investigates and digs deeper to understand new concepts, approaches, and cause-and-effect.

## 18. Decision Making

---

- ◆ Identifies purposes and objectives, assesses situations, and makes decisions while exhibiting judgment and a realistic understanding of issues.
- ◆ When appropriate, involves others in the process.
- ◆ Uses reason even when dealing with emotional topics.
- ◆ Provides rationale for decision. Evaluates results.

## 19. Judgement / Discernment

---

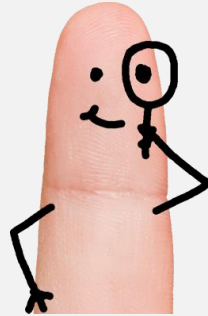
- ◆ Weighs alternatives and makes sound decisions based on factual information and logical assumptions.
- ◆ Refrains from jumping to conclusions.
- ◆ Considers cost, efficiency, and long-term as well as short-term outcomes.
- ◆ Balances 'nice to haves' and bona fide needs, with available Company resources and constraints.
- ◆ Knows when to collaborate or escalate a decision.

## 20. Attention to Details

---

- ◆ Thoroughly accomplishes tasks with the utmost attention placed on accuracy in all areas involved, no matter how small.
- ◆ Monitors and double checks information to produce consistently error-free work.
- ◆ Adheres to procedures and standards.





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## 24. Teamwork / Collaboration

---

- ◆ Works cooperatively and effectively with others to set goals, resolve problems, and make decisions.
- ◆ Promotes collaboration and interaction.
- ◆ Works effectively with people with different abilities and perspectives.
- ◆ Resolves conflict quickly and lets it go.
- ◆ Shares information.
- ◆ Supports team members.
- ◆ Makes time for celebration.

## 25. Communication

---

- ◆ Communicates in a clear, concise, and timely manner.
- ◆ Uses effective tools and techniques to communicate information internally and externally.
- ◆ Is sensitive to the communication levels required by varied audiences, and is able to adapt accordingly.
- ◆ Listens actively.

## Motivational Success Traits

The things that drive an individual.

## 26. Quality

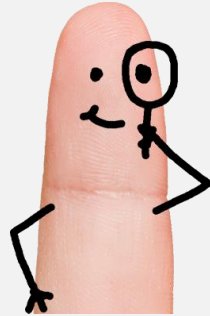
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- ◆ Produces results that meet or exceed standards and expectations.
- ◆ Uses systems to benchmark results with standards.
- ◆ Shows personal concern for quality and accuracy.

## 27. Drive for Results / Tenacity / Bias for Action

---

- ◆ Strives for results and focuses on reaching goals.
- ◆ Overcomes obstacles, pressure, difficult situations, and conflicting priorities.
- ◆ Sets high performance standards for self and others.



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## Aptitude / Skills Success Traits

### 31. Company Awareness

---

- ◆ Understands the business and its workings, structure, economic issues, and culture.
- ◆ Is politically astute.
- ◆ Understands agendas and perspectives.
- ◆ Balances the interests of one's own department, while keeping the Company goals in primary focus.
- ◆ Uses the Company's formal and informal systems to get things done.
- ◆ Avoids and discourages 'us versus them' mentality.
- ◆ Maintains cross-functional focus.

### 32. Supports the Company

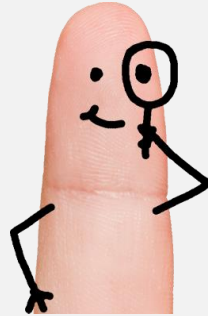
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- ◆ Acts and makes decisions in line with what's best for the Company.
- ◆ Respects that the Company is in business to make a profit.
- ◆ Publicly supports decisions, particularly in difficult times.
- ◆ Understands that the primary customer is the Company, and not a particular senior manager.
- ◆ Demonstrates low tolerance for entitlement mentality or toxic co-workers.

### 33. Cares About Company & Team Success

---

- ◆ Cares deeply about the Company's image, effectiveness, and success.
- ◆ Demonstrates clear awareness of issues facing the Company.
- ◆ Helps and supports co-workers in their work.
- ◆ Works beyond minimum job requirements.
- ◆ When necessary, makes personal sacrifices to ensure the job gets done.
- ◆ Uses Company resources and supplies with the same care as one's own possessions.
- ◆ Shows courage and challenges authority or others when Company goals or values are compromised.



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### 37. Hiring & Staffing

---

- ◆ Seeks out, evaluates, and hires outstanding talent that fits the Company culture.
- ◆ Is connected in the sector.
- ◆ Demonstrates a strong understanding of Company culture and team roles that translates into sound job postings that attract the right candidates.
- ◆ Recognizes the value of diversity.
- ◆ Conducts a thorough interviewing process and includes other internal stakeholders.
- ◆ Conducts appropriate reference checks.
- ◆ If a hiring mistake is made, proceeds quickly with action.
- ◆ Proactively develops succession plans.

### 38. Delegation

---

- ◆ Allocates decision-making authority and task responsibilities to appropriate staff.
- ◆ Utilizes staff time, skills, and potential effectively.
- ◆ Displays trust that delegated task will be completed satisfactorily.
- ◆ Communicates instructions, deadlines, processes, development opportunities, and goals of assigned work.
- ◆ Provides needed guidance, support, and resources. Gets staff buy-in for new assignments.

### 39. Coaching / Developing Talent

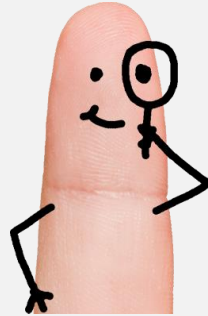
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- ◆ Develops staff competencies by coaching and planning effective development activities related to current and future jobs.
- ◆ Works with staff to establish development goals and activities.
- ◆ Creates opportunity for on-the-job application of new skills.
- ◆ Cross trains staff for additional developmental opportunities.
- ◆ Provides support, coaching, feedback, and reinforcement.

### 40. Empowerment

---

- ◆ Creates a sense of ownership of jobs or projects by providing clear expectations, control of resources, responsibilities, and coaching.



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## Senior Leadership Success Traits

Applicable to senior leadership positions.

### 44. Business Acumen

---

- ◆ Understands the business we are in and key business drivers for performance.
- ◆ Operates with best-in-breed business practices.
- ◆ Uses sound commercial principles and viability in all areas of responsibility.
- ◆ Applies and balances information about business drivers and trends such as revenue, costs, customer needs, and short and long-term strategies to guide activities.

### 45. Leadership

---

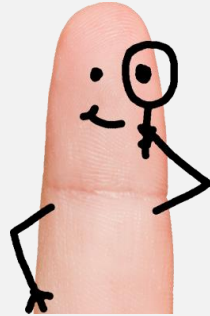
- ◆ Influences, motivates, and empowers staff to work towards a common goal and achieve greatness.
- ◆ Understands our business and sector.
- ◆ Analyzes and plans proactively by identifying opportunities and threats.
- ◆ Helps to establish and communicate the vision.
- ◆ Provides information, knowledge, and methods to realize the vision.
- ◆ Coordinates and balances conflicting interests of stakeholders.
- ◆ Steps up and thinks and acts creatively in difficult situations.
- ◆ Acts honestly and with integrity.
- ◆ Gains trust and respect.
- ◆ Leads by example.

### 46. Promotion of Values & Ethics

---

- ◆ Chooses an ethical course of action and does the right thing, even in the face of opposition. Encourages others to behave accordingly.
- ◆ Treats others with honesty, fairness, and respect.
- ◆ Makes decisions that are objective and reflect the just treatment of others.
- ◆ Takes responsibility for accomplishing work goals within accepted timeframes.





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- ◆ Uses strong arguments and creative approaches to gain support for a point of view or mobilize people to take action.
- ◆ Works to make others feel ownership in solutions.
- ◆ Identifies key decision-makers on issues of concern.
- ◆ Improvises and thinks quickly on one's feet.
- ◆ Sells ideas despite resistance.

## 50. Change Management

---

- ◆ Initiates and/or facilitates the orderly implementation and timely acceptance of workplace innovation or change.
- ◆ Communicates a compelling vision and need for change that builds excitement and commitment to the process.
- ◆ Obtains and provides resources to implement change initiatives.
- ◆ Works to make others feel ownership of the change.
- ◆ Communicates the direction, required performance, and challenges of change to stakeholders.
- ◆ Enlists support of key individuals and groups to move the change forward.
- ◆ Understands when to focus efforts on resisters versus supporters.

## 51. Risk Taking & Risk Management

---

- ◆ Understands that to get exceptional results one must at times be prepared to take risks.
- ◆ Demonstrates ability and courage to initiate action to pursue new ideas or improvements.
- ◆ Handles ambiguity and fast-paced environments with ease.
- ◆ Balances the risk with appropriate rewards, consistent with Company strategies.
- ◆ Understands the value of unsuccessful initiatives and learning from mistakes.
- ◆ At times, makes risky personal decisions that are advantageous to the Company.