

WHAT COUNTS FACTORS OF EFFECTIVE PERFORMANCE IN LANL'S DIVERSITY OFFICE

The primary results/outcomes expected from everyone have two key components:

BUILDS THE BUSINESS

- . Consistently delivers high-quality results, both short and long-term in the Diversity Office.

BUILDS ORGANIZATION CAPACITY

- . Develops own capabilities.
- . Supports the development and full utilization of other's capabilities, and the recruiting, training and retention efforts of the organization.
- . Improves business processes - how the organization accomplishes its objectives.

The following are the key Factors contributing to these outcomes. The extent to which each Factor influences outcomes depends on the person's job responsibilities. Use of these Factors, therefore, should be tailored to the specific responsibilities of the individual.

PRIORITY-SETTING

- . *Thinks in terms of creating quality and value for internal and external customers.*
- . *Defines who his/her customers are; seeks to understand their needs; sets priorities with those in mind.*
- . *Recognizes the most important issues; makes effective plans; gets resources in place to achieve key objectives.*
- . *Works with the end result in mind, despite obstacles.*

THINKING/PROBLEM-SOLVING

- . *Sorts through complex data; gather other relevant viewpoints; identifies important issues; thinks through alternatives.*
- . *Integrates intuition and data from a variety of sources; makes well-reasoned conclusions and develops a solid plan of action.*
- . *Learns from successes and mistakes to solve problems better.*
- . *Recognizes developing problems and handles them well.*

INITIATIVE AND FOLLOW-THROUGH

- . *Gets going on important priorities; overcomes obstacles and takes appropriate risks; keeps moving toward objectives.*
- . *Handles multiple priorities well.*
- . *Sets specific, stretching objectives, and meets or exceeds them.*
- . *Finds improved ways of getting results.*

LEADERSHIP

- . *Recognizes opportunities; forms a vision of what can be achieved; then challenges self and other to get the desired result.*
- . *Champions ideas and people to get breakthrough results.*
- . *Uses a variety of resources effectively.*

WORKING EFFECTIVELY WITH OTHERS

- . *Demonstrates integrity and high personal standards.*
- . *Respects and works effectively with diverse people; enables all to contribute their best work.*
- . *Builds and maintains productive relationships, even in difficult situations.*
- . *Works across organizations to develop the best approaches and gets the results.*

COMMUNICATION

- . *Seeks first to understand, then to be understood.*
- . *Organizes and expresses thoughts clearly and concisely, both in speaking and writing, so that others understand.*
- . *Expresses ideas in ways that build commitment to them, even when unfamiliar or unpopular; involves and fully informs others in a timely way (Persuasive communication).*
- . *Recognizes cultural differences and communicates in ways that work.*

CREATIVITY AND INNOVATION

- . *Takes a broad view; finds meaningful connections; uses both logic and intuition to define problems and solutions.*
- . *Goes beyond the accepted ideas; finds new improvement opportunities; generates ways to get better results.*
- . *Searches out and reapplies proven ideas and methods to new situations.*
- . *Translates new ideas into workable solutions; encourages others to do the same.*

TECHNICAL MASTERY IN DIVERSITY; ETHICS & PEOPLE MISTREATMENT

- . *Achieves technical mastery and develops it in others.*
- . *Converts technical skill into practical applications to better meet customer needs.*
- . *Integrates linkages with other LANL processes and work.*
- . *Is viewed as an expert by LANL customers.*
- . *Has developed strong business and personal relationships with key LANL customers based on mutual trust, understanding, dependability and integrity.*