

VALUES
AT IEWC:

LEADING SELF COMPETENCIES

LEADING OTHERS COMPETENCIES

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| Integrity | We are consistent in what we say and do. We accept responsibility for our own actions, including failure. |
| Service | We continually serve all our stakeholders – both inside and outside our company – by understanding issues and opportunities from their view, and offering mutually beneficial solutions. |
| Excellence | We strive for high standards in all of our actions. We work hard to achieve strong results, always pursuing better performance. |
| Communication | We actively listen and speak with professional candor with all our stakeholders. We always look first to understand and then to be understood. |
| Team | We combine unique individual capabilities and build synergy, as ONE TEAM, to achieve common goals far better than one person could accomplish alone. |
| Partnership | We continually develop and nurture win-win relationships with all of our stakeholders, aligning common interests to generate mutual benefits. |
| Transformation | We recognize that change is constant and can be complex, especially as we apply a continuous improvement mindset. We anticipate and respond to change by helping stakeholders understand and embrace change. |

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| Oriented to Winning | See, Define, Pursue by placing energy and effort to Reach the best of the best. Directs own behavior to emphasize the achievement of concrete results. |
| Stewardship | Places an emphasis on serving other stakeholders first. Demonstrates respect for others. Believes in holding something in trust for another. |
| Technical Skills | Possesses the knowledge, abilities and willingness to perform central job elements. Understands the needs of the role and how the role may evolve, and adapts appropriately. Makes smart business decisions with the mutual interests of the stakeholders and the company in mind. |
| Priority Setting | Determines the interrelationship and relative importance of goals and associated tasks. Inquires with supervisor and/or peers for input, when needed. Accordingly sets priorities, goals, and timetables to achieve maximum productivity. |
| Customer Focus | Builds effective, ongoing relationships with both internal and external customers. Understands opportunities and issues from the customer’s viewpoint. Offers value-added, practical solutions for customer opportunities and issues. |
| Personal Accountability | Understands his/her self. Accurately assesses own strengths and weaknesses. Accepts responsibilities for his/her own actions in relationship to organizational goals. |

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| Vision | Helps determine and communicates a clear and compelling description of the future that is based on continuous improvement. Sees beyond the present, anticipates likely trends, and effectively forecasts potential results. Leads work team toward achievement of the future, engaging colleagues to own their portion of the "big picture." |
| Organizational Savvy | Understands and effectively applies the organization's formal and informal relationships and power structures. Operates successfully within the parameters of the organizational culture. Builds coalitions and constituencies to support action. |
| Influence | Professionally asserts own ideas and persuades others to gain support and commitment. Mobilizes people to take action, using creative approaches to motivate others. |
| Think Globally | Operates with a global and inclusive perspective in managing people and programs. Respects and appreciates differences and the global business dynamics. Recognizes that solutions can have a global/organization-wide impact. |
| Effective Team Building | Actively understands team member's strengths, talents and development areas. Supports direct reports and others in reaching their job, career and personal goals. Builds positive relationships on the work team. Uses delegation to develop others, balance workload, and effectively manage time. |
| Change Management | Creates a change-responsive environment and team by aligning structures, processes, people skills and culture. |