<table>
<thead>
<tr>
<th>Strategic Analysis</th>
<th>Execution</th>
<th>Innovation</th>
<th>Global and Cultural Competence</th>
<th>Ethical Managing and Leading</th>
</tr>
</thead>
<tbody>
<tr>
<td>Uses knowledge of proven and emerging business principles and strategies to navigate complexity; recognizes the defining areas of distinctiveness of different enterprises and how to leverage them to advantage in the marketplace.</td>
<td>Knows how to get the right work done in the right way to get results; takes a disciplined, reality-based and focused approach to translating strategy into action, using the resources of the organization and the team wisely to produce results.</td>
<td>Integrates and applies cross-disciplinary business knowledge to create and deliver inventive business solutions to customers and other stakeholders in ways that create and add value to business process, products and services.</td>
<td>Uses interdisciplinary knowledge and enhanced cultural competence to interact with, manage and lead individuals, teams and business units within a variety of cultural and global contexts to develop relationships, resources and markets.</td>
<td>Identifies competing values in business decisions and can act with a commitment to integrity in interactions with stakeholders that lead to the development of trustworthy relationships with customers, colleagues, suppliers and other key business partners.</td>
</tr>
</tbody>
</table>

**THINKING**

- **Strategic Thinking**
  - Develop conceptual grasp of business
  - Set/operate out of clear vision and direction
  - Seek information diagnostically
  - Identify opportunities and develop strategies to address them

- **Analytic Thinking**
  - Understand the details of the business
  - Financial acumen
  - Critically weigh alternatives
  - Create a compelling business case for change

- **Innovative Thinking**
  - Understand markets/customers
  - Think forward and outside usual boundaries
  - Set challenging goals

- **Dealing with Complexity**
  - Understand others
  - Take varied perspectives
  - Have cross-cultural sensitivity
  - Read global organizational climate and employee morale

- **Socially Responsible in Balancing Diverse Interests**
  - Use ethical and professional codes to frame decisions
  - Stand for principled concern for others in difficult situations
  - Be self aware of own values

**LEADING AND MANAGING**

- **Communicating Effectively**
  - Use interpersonal, oral, written, graphic, technology-mediated modes
  - Advocate views compellingly

- **Making Decisions**
  - Calculate costs and benefits
  - Commit and manage resources
  - Manage stress

- **Build and Manage Teams**
  - Create, staff and lead teams
  - Manage performance
  - Develop talent

- **Influencing the Organization**
  - Develop organizational awareness
  - Use directive influence
  - Build consensus

- **Entrepreneurial Innovation**
  - Lead positive change
  - Take initiative
  - Lead creative people and manage processes
  - Focus on customers
  - Deal with risk and uncertainty

- **Learning**
  - Learn continually and create environment for others to learn
  - Develop technology fluency
  - Develop self confidence and efficacy
  - Be adaptable/flexible

- **Building and Managing Relationships**
  - Be culturally sensitive
  - Act with positive regard
  - Develop networks
  - Understand, respect and leverage differences

- **Encouraging Mutuality in Relationships**
  - Develop mutual trust
  - Develop courage
  - Encourage others
  - Be sensitive to others and to competing interests

**GETTING RESULTS**

- **Exercising Judgment**
  - Take appropriate business risks
  - Balance a variety of factors (e.g., cost, risk, short-term vs. long-term impact) to achieve optimal results

- **Driving for Results**
  - Manage through systems and processes and measure progress
  - Manage conflict
  - Be efficient

- **Entrepreneurial Risk Taking**
  - Create organizational value
  - Persist in entrepreneurial effort

- **Adaptive Openness**
  - Be resilient and open to feedback
  - Develop interpersonal understanding to improve performance

- **Focusing on Beneficial Results**
  - Make ethical decisions while solving professional problems
  - Develop organizational commitment
  - Develop values of the organization

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