

# MCC Job Success Factors – Directors

# Rating Guidelines

	Does Not Meet	Meets	Exceeds	Exceptional
<p><b>Approachability</b> Is easy to approach and talk to, spends the extra effort to put others at ease, can be warm, pleasant and gracious, builds rapport well, is a good listener, is an early knower, getting informal and incomplete information in time to do something about it.</p>	<p>Doesn't listen well. Often interrupts and finishes sentences or changes the subject. Isolates from common concerns. Doesn't build rapport with others. Doesn't comfortably share information. Doesn't fully participate in the culture of the City. Doesn't actively engage in conversations, even informal ones, and comes across as unrevealing. Often seems impatient or overly focused on own work. Doesn't keep an open-door policy and generally puts off people if they just want to talk.</p>	<p>Is a good listener. Is attentive and active. Asks questions. Doesn't interrupt. People are generally comfortable talking with them. Makes an effort to understand what someone is saying. Shows patience and respects the views of others. Is good at quickly building rapport with others. Most come away feeling they were treated well. Is quick to share pertinent information that helps everyone.</p>	<p>Listening skills are excellent. Always gives full attention to the speaker, asks questions, and shows understanding by restating what the speaker has just said. Takes the time to listen without drawing conclusions and offers advice or opinion when it is appropriate. Is excellent at building rapport. Friendly and open attitude quickly puts others at ease. Is pleasant and easy to talk to and often gets others to open up. Is instantly interested in what you have to say and is always sensitive to your concerns.</p>	<p>Superior listening skills make them a very approachable and valuable person. Open and gracious personality, coupled with genuine interest in others, helps to build excellent rapport. Goes out of their way to put people at ease by listening to concerns and discussing common experiences and concerns, or just chatting. Is the model of an approachable person. Demonstrates this competency in a way that produces a significant impact or a unique and extraordinary contribution to the success of the City.</p>
<p><b>Business Acumen</b> Knows how businesses work, knowledgeable in current and possible future policies, practices, trends, and technology, knows the competition, is aware of how strategies and tactics work in the marketplace.</p>	<p>Has a limited understanding of general business issues. Does not make many value-adding connections because they are not familiar enough with recent breakthroughs and trends. Doesn't understand the City as a whole or our products, services, and mission. Knowledge of the City is quite limited outside own area. Doesn't understand business or how things work.</p>	<p>Has good business sense and knowledge of general business issues. Keeps up-to-date with the latest business practices and uses them in daily work. Knows how businesses function and interact. Is knowledgeable about industry. Understands our overall goals and strategies and the details driving them. Knows the day-to-day tasks that support the overall business plan.</p>	<p>Knows how to succeed in complex organizational environments. Actively seeks out knowledge to make better decisions. Has a strong understanding of the City as well as business in general. Knows how to support the overall strategies with realistic plans. Draws upon a wealth of facts to make comparisons, recognize opportunities, and warn against repeating the mistakes of others.</p>	<p>Uses cutting-edge business sense to make the City better. Can anticipate major industry changes. Draws lessons from other organizations and industries to point out opportunities and to warn against others' mistakes. Demonstrates this competency in a way that produces a significant impact or a unique and extraordinary contribution to the success of the City.</p>

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<p><b>Integrity and Trust</b> Is widely trusted, seen as a direct, truthful individual, presents the unvarnished truth in an appropriate and helpful manner, keeps confidences, admits mistakes, and doesn't misrepresent him/herself for personal gain.</p>	<p>Is not trusted by others. Has, on several occasions, been unable to keep promises and has violated some confidences. Doesn't always use discretion with sensitive information and at times is too quick to pass along things not intended for other ears. Often fails to clarify what is confidential and what is not. Has trouble taking a clear stand on issues. Rather than shouldering the responsibility or trying to mend the situation, they shift the blame or deny the error.</p>	<p>Is widely trusted by people in the City. Keeps word and is very good at respecting appropriate confidences. Others feel comfortable sharing information with them. Uses discretion when dealing with sensitive information. Is careful to keep confidential or proprietary information secure. Is very open and honest about their motives and actions. Is straightforward and honest when they make a mistake or something doesn't go as planned. Promptly steps up and takes responsibility.</p>	<p>Is trusted by virtually everyone in the City. Knows very well how to keep a confidence, which makes people comfortable sharing information with them. People know they are a person of their word. Makes sure to know up front if something is off-the-record and takes care not to betray any confidences. Is very conscious about expressing motives, actions, and agendas and is considered to be very open and honest. Can be counted on to take personal responsibility for what happens.</p>	<p>Is one of the most trusted people in the City. Is scrupulous about respecting confidences, and this makes everyone completely comfortable sharing information. Is a model of discretion and is crystal clear on the importance of keeping proprietary or confidential information secure. Always expresses motives and actions and takes great pride in being open and honest. Demonstrates this competency in a way that produces a significant impact or a unique and extraordinary contribution to the success of the City.</p>
<p><b>Managing Vision and Purpose</b> Communicates a compelling and inspired vision, talks beyond today, talks about possibilities, is optimistic, makes the vision shareable by everyone, and can inspire and motivate entire units or organizations.</p>	<p>People are often confused by their wordiness or failure to create simple, vivid images. Because they can't communicate the vision, people rarely buy into it. Has difficulty exciting and energizing others about the City's vision. Can say the words and put forth facts and figures, but it isn't inspirational or motivating. Has trouble explaining how the steps we are taking today move toward the vision.</p>	<p>Good at communicating the City's vision and sense of core purpose. Talks in a language people can easily understand. Adjusts their approach to different audience. Language is clear and presentation of concepts is thorough. Turns complex strategies into clear images. Is able to paint a clear picture of what it would be like and how everyone would fit in. Is skilled at taking the vision and drawing the pathway to get there. People can see how their work today begins to contribute to tomorrow.</p>	<p>Effectively communicates a compelling vision and sense of purpose. Uses clear language that is simple and direct. Communicates the organization's vision in a way that inspires and helps people look to the future. Gets people motivated and moving. Makes people feel that they are a part of something important and exciting. Takes visionary concepts and "what ifs" and talks about them as if they were realities. People can easily see themselves in the future.</p>	<p>Is highly effective at communicating a compelling vision and sense of common purpose. Speaks in exacting terms that are both simple and inspiring and can vary their tone, pace, and style to match different audiences. Presentation of the City's vision is optimistic and inspirational. Sense of the limitless potential of the City is contagious. Shows people how they can get from here to there in digestible steps. Demonstrates this competency in a way that produces a significant impact or a unique and extraordinary contribution to the success of the City.</p>