

# HESS LEADERSHIP COMPETENCIES



PEOPLE	Builds Trusted Relationships	Is dedicated to meeting the expectations and requirements of internal and external customers/ partners/stakeholders (“C/P/S”); gets first-hand information from C/P/S and uses it for improvements in products and services; acts with C/P/S in mind; establishes and maintains effective relationships with C/P/S and gains their trust and respect.
	Develops Talent	Provides challenging and stretching tasks and assignments; holds frequent development discussions; is aware of each person’s career goals; constructs compelling development plans and executes them; pushes people to accept developmental moves; cooperates with the developmental system in the organization.
	Creates Effective Teams	Blends people into teams when needed; creates strong morale and spirit in his/her team; shares wins and successes; fosters open dialogue; lets people finish and be responsible for their work; defines success in terms of the whole team; creates a feeling of belonging in the team.
DIRECTION	Thinks Strategically	Sees ahead clearly; can anticipate future consequences and trends accurately; has broad knowledge and perspective; is future oriented; can articulately paint credible pictures and visions of possibilities and likelihoods; can create competitive and breakthrough strategies and plans.
	Inspires Innovation	Is good at bringing the creative ideas of others to market; has good judgment about which suggestions will work; has a sense about managing the creative process of others; can facilitate effective brainstorming; can project how potential ideas may play out.
	Demonstrates Courage	Doesn’t hold back anything that needs to be said; provides current, direct, complete, and “actionable” positive and corrective feedback to others; lets people know where they stand; faces up to people problems on any person or situation (not including direct reports) quickly and directly; is not afraid to take difficult actions when necessary.
RESULTS	Drives Continuous Improvement	Good at figuring out the processes necessary to get things done; knows how to organize people and activities; understands how to separate and combine tasks into efficient work flow; knows what to measure and how to measure it; can see opportunities to synergy and integration where other cannot.
	Makes Quality Decisions	Makes good decisions based upon a mixture of analysis, wisdom, experience and judgment; most of his/her solutions and suggestions turn out to be correct and accurate when judged over time; sought out by others for advice and solutions.
	Delivers High Performance	Can be counted on to exceed goals successfully; is constantly and consistently one of the top performers; very bottom-line oriented; steadfastly pushes self and others for results.