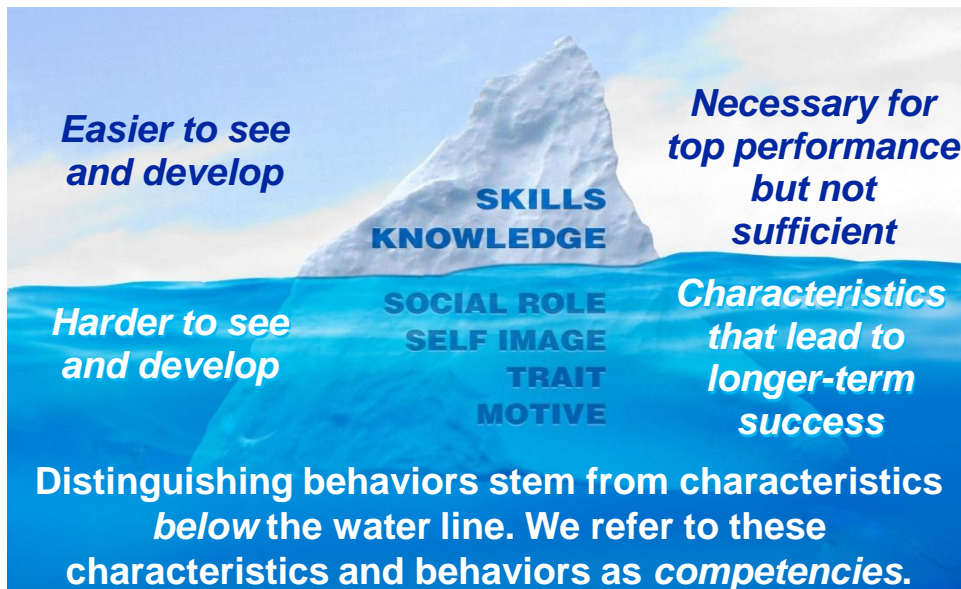


# Million Dollar Round Table

## Competency Dictionary



# What is a competency?



## What are Competencies

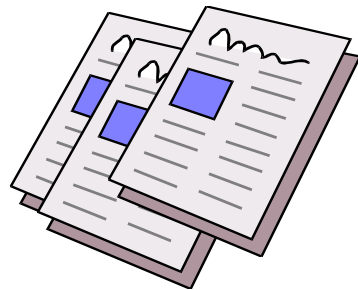
- “Competency” is the name given to the specific characteristics necessary to perform a given job well. They differentiate levels of performance in a given job, role, organization, or culture. Any characteristic—mental, physical, or emotional—that leads to outstanding performance in a given job is considered a competency for that job.

## There are six basic types of competencies as represented here

- **Skills** are the things a person knows how to do well (e.g., reading a profit-and-loss statement)
- **Knowledge** is what a person knows about a particular substantive area (e.g., basic accounting principles)
- **Self-image** is the way a person sees him or herself—the “inner self”, or internal concept of identity (e.g., seeing oneself as a teacher or leader)
- **Social Role/Values** is the image a person projects to others, the “outer self” (e.g., being a leader or a follower). Social Role reflects a person’s values—what he or she believes to be important
- **Traits** are relatively enduring characteristics of a person’s behavior (e.g., being a good listener, being able to recognize patterns)
- **Motives** are natural and constant thoughts and preferences in a particular area (Achievement, Affiliation, Power) that drive, direct, and select a person’s outward behavior

# How we created MDRT's Leadership Competency Model

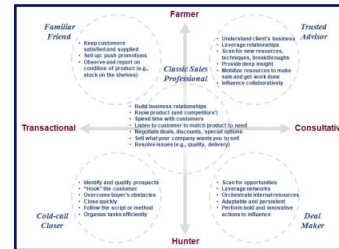
## PHASE I – Identify competencies critical to high performance in chosen roles



Assess strategic business context



Align with organization values

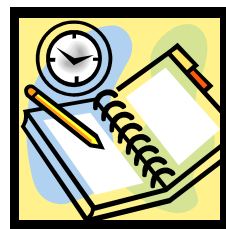
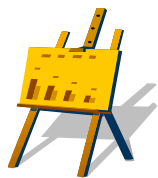


Align with role demands and outcomes



Assess identified competencies against internal /external benchmarks

## PHASE II – Create a robust assessment framework around identified competencies



Assign target levels for role types based on a clear understanding of role context, mandate and critical success factors



Final Competency Model

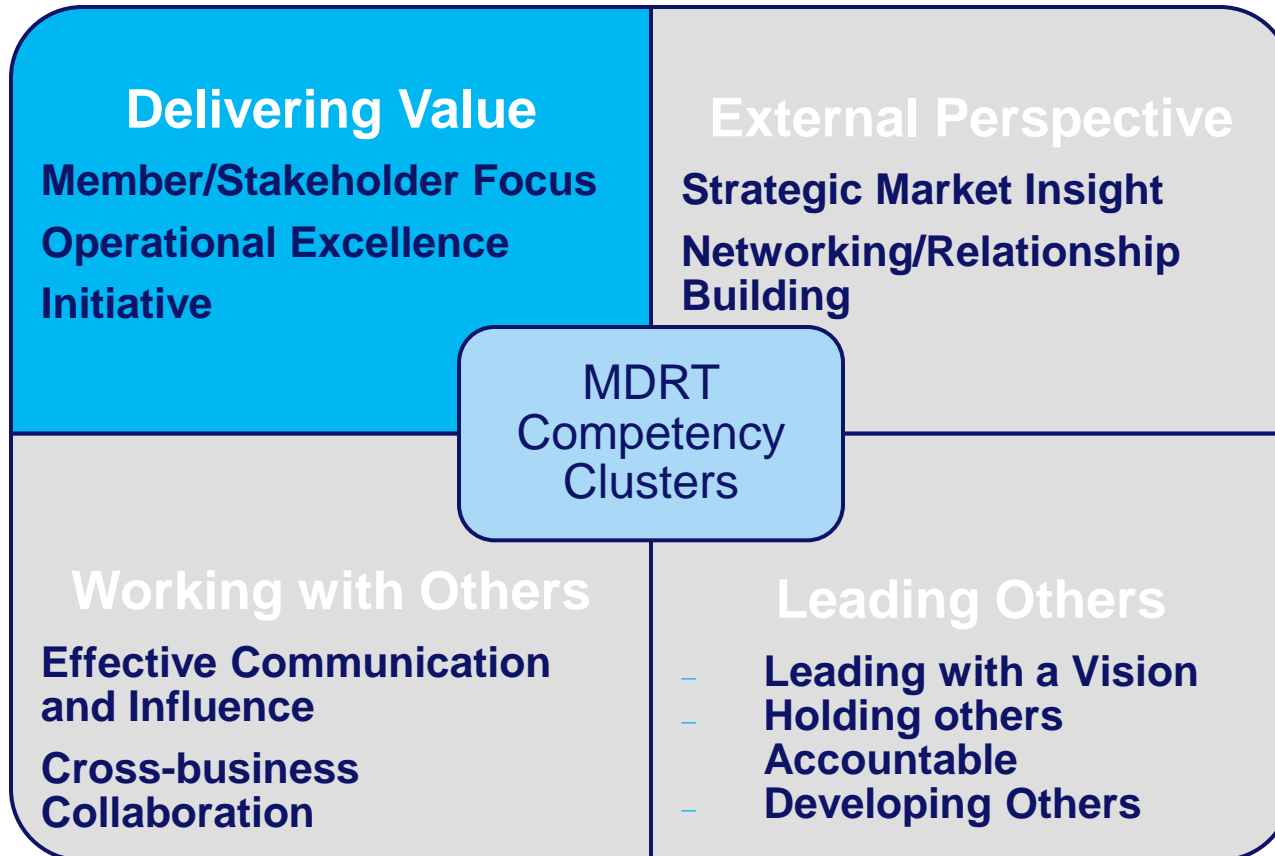
The model has been developed keeping in mind MDRT's evolving strategy and operating model. The competencies identified are based on the future demands of the roles and therefore, the target levels have an element of stretch to ensure alignment with emerging responsibilities and challenges.

# MDRT's Competency Clusters and Associated Competencies



# Competency Descriptors & Behavioral Indicators

# MDRT's Competency Clusters



# Member/Stakeholder Focus

Delivering Value

**Is invested in the success of MDRT's stakeholders, such as colleagues, partnering organizations, members, etc. Keeps lines of communication open and listens to others' needs to deliver service excellence. Takes into account and leverages nuances regarding geography and culture when relevant.**

<b>A</b>		<b>Communicates Regularly:</b> Maintains clear communication with stakeholders regarding mutual expectations. Monitors stakeholder satisfaction. Distributes helpful information to stakeholders and keeps them up-to-date about progress/status of services, events, products, etc. Provides support and service with a positive attitude. Responds to requests or needs of stakeholders in a timely manner.
<b>B</b>		<b>Works to Make Improvements for Stakeholders:</b> Makes self fully available. Makes concrete attempts to add value for stakeholders. Takes action beyond normal expectations. Asks questions to understand Stakeholder needs and level of satisfaction.
<b>C</b>		<b>Addresses Underlying Stakeholder Needs:</b> Strives to understand stakeholders' business/organization. Seeks information about the real underlying needs and concerns of stakeholders, beyond those expressed initially. Sees the reasons and motivation for these needs and concerns. Matches underlying needs of stakeholders to available or customized solutions (information, products and/or services).
<b>D</b>		<b>Uses a Long-Term Perspective to Create Value:</b> Looks for long-term benefits to stakeholders to create value in a way that is most beneficial and relevant to their needs. Looks ahead to create new or customized solutions that are best suited to Member/Stakeholder needs. Positions MDRT as a vital resource and go-to for stakeholders. Builds an independent opinion on stakeholder needs, problems, and/or opportunities; makes recommendations or acts on this opinion (e.g., recommends approaches which are new and different from those initially considered by the stakeholder).

# Operational Excellence

Delivering Value

**Takes action and seizes opportunities to improve business performance: Works to achieve stretching goals, drive efficiency, take calculated risks and make long term investments in future growth.**

<b>A</b>		<b>Creates Own Measures of Excellence:</b> Keeps track of and measures outcomes against a standard of excellence not imposed by others. May focus on new or more precise ways of meeting business goals.
<b>B</b>		<b>Improves Performance:</b> Makes specific changes in the system or in own work methods to improve performance. Examples may include doing something better, faster, at lower cost, more efficiently; or improving quality, member satisfaction, morale, services or products, etc. without setting any specific goal.
<b>C</b>		<b>Sets and Strives to Meet Challenging Goals:</b> Sets and endeavors to achieve goals that are realistic yet clearly challenging. May set goals against a unique standard related to group performance. Tracks performance measures to measure progress and ensure success.
<b>D</b>		<b>Demonstrates Cost-Benefit Orientation:</b> Makes decisions, sets priorities, or chooses goals on the basis of calculated inputs and outputs (e.g., makes explicit considerations of potential value and risks, sustainability of products or services, or return on investment). Analyzes for business outcomes.



**Bias for action, the ability to think ahead of time and act decisively in the interest of the business.**

<b>A</b>		<b>Takes decisive action:</b> Takes decisive action on immediate issues after appropriate planning. Moves forward with a sense of urgency once a decision/course of action is determined. Implements new ideas without being prompted (does not wait for others to take/request action)
<b>B</b>		<b>Is proactive:</b> goes above and beyond the role to achieve objectives. Takes action based on careful planning and review. Recognizes and acts on upcoming opportunities. Is decisive in a crisis
<b>C</b>		<b>Takes action for medium term gains:</b> Plans and acts now to take advantage of opportunities that will pay off in the medium term. Investigates and addresses upcoming issues/crisis before they become problems. Creates new opportunities to realize goals/objectives in the medium term.
<b>D</b>		<b>Takes action for long term gain:</b> Plans and acts now to take advantage of opportunities that will pay off in the future. Investigates and addressed potential and future threats before they become full blown problems. Creates long term opportunities for growth

# MDRT's Competency Clusters



# Strategic Market Insight

External Perspective

**Cuts through the complexity of a problem to come up with simple solutions and breakthrough strategies to achieve business goals. Sees the relevance of market trends and organizational capabilities, and brings fresh thinking to business and leadership issues. Demonstrates and leverages a global perspective to create value for the business and members.**

<b>A</b>		<b>Recognizes Patterns:</b> Sees how immediate business situations, trends, strategic situations are similar to or different from others. Uses a range of different thinking in order to make decisions, solve problems and implement change. Brings in different perspectives on a problem to create the right solutions.
<b>B</b>		<b>Supports Current Strategy:</b> Thinks of new ways to support current strategies, deploy existing assets, or solve current issues. Understands the MDRT strategy, as well as the implications for the business, customers and members. Uses knowledge of relevant business strategies and the current business environment to translate strategy into actionable plans. How do we change the way we do things to be more relevant?
<b>C</b>		<b>Uses Market Insight to Shape Future Strategy:</b> Recognizes market opportunities that are likely to have a significant impact on business and members. Understands how market dynamics, needs and opportunities differ across industries, geographies, etc. Understands the challenges in transitioning from national to global markets and can create approaches for addressing them. Understands how internal and external forces, structures and strategies may affect MDRT and develops new strategies that best position MDRT for ongoing and future success. Thinks more forward about what's coming and comes up with novel ways to address issues.
<b>D</b>		<b>Re-conceptualizes the Business:</b> Recognizes and thoroughly understands changes in the global market, member requirements, and industry trends. Exhibits a new, groundbreaking level of understanding about "what business we are in."Creates new concepts or strategies that are not obvious to others .

# Networking/Relationship Building

External Perspective

**Builds relationships between MDRT and other organizations which open opportunities for the MDRT and members.**

<b>A</b>		<b>Builds Rapport and Mutual Understanding:</b> Builds and maintains informal business relationships. Develops open, trusting relationships.
<b>B</b>		<b>Builds a Personal Network:</b> Maintains relationships with a broad range of external contacts. Has regular contact with people in network, and is able to spot opportunities for collaboration or new business opportunities. Builds network across geographies and cultures where relevant and find ways of effectively maintaining communication.
<b>C</b>		<b>Ensures On-Going Exchange of Information:</b> Has a purposeful, on-going exchange of perspectives and information with a wide network. Regularly communicates with, solicits information from or educates others on new ideas and/or available services. Takes an active role in external associations and groups to share and obtain current industry knowledge and position MDRT competitively in the market
<b>D</b>		<b>Leverages Network for Support or Alliances:</b> Leverages key business relationships to promote MDRT's agenda and member support. Uses global network of relationships or alliances to benefit the business and to bolster strategic priorities. This may include creation of a temporary partnership to provide industry thought leadership in a meeting forum, or leveraging network to identify, attract and land key customers.

# MDRT's Competency Clusters



# Effective Communication and Influence

Working with Others

**Uses more than just rational arguments to gain alignment; knows what others find compelling and adapts style for the audience. Builds support for ideas by getting key stakeholders on board and influencing through them.**

<b>A</b>		<b>Communicates Thoughts and Ideas Clearly:</b> Communicative and clear in thoughts and ideas when approached by others. Makes sound arguments: persuades and influences with sound rational arguments, research and facts.
<b>B</b>		<b>Anticipates and Adapts Argument to Audience:</b> Considers what is important to the stakeholder audience and tailors messages to appeal to and address their specific concerns, interests or needs. Anticipates concerns or obstacles and accounts for them in communications and influence approach.
<b>C</b>		<b>Uses Indirect Influence to Persuade:</b> Takes a number of considered steps to impact and persuade. Makes use of experts, third parties or other influential people in order to influence individuals. Understands who or what will have the most significant impact on someone or a group and uses that appropriately.
<b>D</b>		<b>Builds Behind the Scenes Support:</b> Uses complex strategies in order to influence individuals, groups, the entire organization or externally. Understands MDRT culture, member and other external stakeholder interests, and uses this understanding to build broad based support for an idea. Socializing ideas and opportunities in a way that others feel ownership and engaged.

# Cross-business Collaboration

Working with Others

**Knows that MDRT as a whole is greater than the sum of its parts. Creates benefit and success through collaborative activities (e.g., sharing of ideas and resources, collaborative problem solving and decision making) across working groups to address business and organizational demands.**

<b>A</b>		<b>Values Collaboration:</b> Recognizes the value of cross-boundary collaboration and sharing, particularly within a small, matrix environment. Understands the importance of including others from across the organization.
<b>B</b>		<b>Initiates Collaboration:</b> Invites other groups (i.e., from other business units, functions) to meetings and presentations for the sharing of information. Asks for critique and insights from others on new ideas, product or service innovations, processes, etc. Seeks support for collaborative activities from the involved parties.
<b>C</b>		<b>Enables Win-Win Scenarios with Colleagues:</b> Cooperates with others from other parts of the business (including from other business units, functions, etc.) to achieve objectives that serve the larger organization. Establishes mutually beneficial working relationships with others to leverage ideas and resources. As a leader, may determine how to best allocate resources across Groups for maximum benefit and optimal results for MDRT.
<b>D</b>		<b>Fosters a Sustainable, Collaborative Environment:</b> Creates and fosters the organizational and interpersonal conditions necessary for encouraging and facilitating collaboration across the organization. Enables collaboration across functions and Groups by taking steps to overcome obstacles/barriers presented by business unit biases, cultural differences, etc.

# MDRT's Competency Clusters





# Leading with a Vision

## Leading Others

**Inspires commitment in others. Creates a motivating and inclusive climate for others across the organization. Sets the standards and norms for the group, creating clarity and garnering the resources required for people to deliver. Creates an engaging vision, painting the picture of what MDRT is there to do and how everyone can work together to achieve its goals.**

<b>A</b>		<b>Encourages an Open Team Environment:</b> Promotes a positive environment, good group morale and co-operation by encouraging all members of the team to contribute. Involves individuals by drawing on their strengths and soliciting their input.
<b>B</b>		<b>Builds Team Effectiveness:</b> Creates a climate that enables the team to perform at its best. Assesses what the future requirements of the team will be and recruits or develops people in order to meet them and secures necessary resources. Celebrates success and creates the clarity the team needs to perform their jobs effectively.
<b>C</b>		<b>Sets the Tone for the Team:</b> Establishes specific group behaviors for the team, setting tangible 'rules of engagement' and ensuring others live them. Sets a good example by personally modeling the desired behaviors. Takes action to ensure the team buys in to MDRT's vision and goals.
<b>D</b>		<b>Inspires the Team:</b> Generates excitement, enthusiasm and inspires commitment to the group goals. Helps the team to interpret the business strategy and enables them to support it by creating an exciting vision for the future.

# Holding others Accountable

Leading Others

**Sets the bar high for performance outcomes and holds others accountable for their commitments.**

<b>A</b>		<b>Sets Work Parameters and Standards:</b> Gives direction and clearly states requirements and expectations.
<b>B</b>		<b>Manages Performance:</b> Regularly manages performance against standards. Regularly provides open metric-based feedback based on outcomes and results (not activities). Redirects work that does not support the desired outcome.
<b>C</b>		<b>Raises the Bar:</b> Demonstrates commitment to high performance standards throughout organization. Rigorously manages and evaluates performance. Issues clear warnings about consequences of non-compliance with standards of performance.
<b>D</b>		<b>Follows through on Commitments to High Performance:</b> Engages in difficult or courageous conversations about performance expectations and outcomes. Manages difficult situations and deficient performance, up to and including termination if necessary, in a timely and consistent manner.

# Developing Others

Leading Others

**Actively coaches and develops others. Builds leadership bench strength for MDRT. Provides opportunities and experiences to develop skills, competencies and business knowledge.**

A		<b>Gives How-To Directions:</b> Gives detailed instructions or on-the-job demonstrations. Makes specific, helpful suggestions.
B		<b>Provides Feedback and Coaching:</b> Provides constructive and timely feedback and coaching to help individuals develop an accurate self-assessment of their strengths and development needs. Improves the potential of others by providing appropriate perspective and counsel on career and development opportunities.
C		<b>Actively Seeks to Develop Others:</b> Views every discussion as a talent development opportunity. Builds individual capability by providing challenging and diverse development opportunities and experiences. Provides appropriate on-going support to ensure that people actually develop the new capabilities and skills that MDRT needs.
D		<b>Develops Broad Capability:</b> Develops skills and knowledge of teams and groups by identifying and addressing the need for collective learning and development. Drives team excellence by initiating and investing in development to build a stronger, more capable organization.