

THE 23 “LEADERSHIP ATTRIBUTES”

1. STRATEGIC THINKING

Thinking strategically about major trends affecting the business; seeking and accurately interpreting competitive benchmarking data pertaining to organizational strengths and weaknesses in the context of customers, markets, and competitors; developing viable strategic alternatives or “scenarios” consistent with overall strategic intent; identifying opportunities for “strategic leverage.”

2. STRATEGIC IMPLEMENTATION

Able to translate broad strategic intent into concrete strategic plans and directions; defining operating objectives and making specific relevant resource allocation decisions; creating appropriate processes for strategy formulation, implementation, and assessment including designing and staffing the organization on the basis of strategic requirements.

3. CUSTOMER DRIVEN APPROACH

Keeping the organization focused on understanding and responding to the needs of customers; seeing customer satisfaction as the number one priority throughout the organization and the ultimate benchmark guiding decisionmaking; maintaining sensitivity to the requirements of customers through personal involvement and a continuous drive for customer feedback.

4. INSPIRING A SHARED VISION

Creating and communicating a clear and inspiring vision for change and customer focus based on the organization’s overall business strategy; engaging and mobilizing the organization’s commitment through direct, open communication; developing and maintaining a long-term, big picture view, while providing a framework to guide short-term action steps.

5. DECISION MAKING

Able to make sound, timely decisions with available information or knowledge; willing to take calculated risks and to act quickly to seize business opportunities as they arise; acting decisively and with conviction by committing appropriate resources to support a course of action; assuming responsibility for the results of decisions made.

6. QUICK STUDY

Able to understand complex business processes and technologies quickly; reducing complex situations to their essentials without becoming simplistic; harnessing own analytic abilities to truly understand problems, recognizing their significance and implications for the business.

7. MANAGING OPERATIONAL PERFORMANCE

Keeping operational activities focused on accomplishing relevant objectives; achieving business goals through effective utilization of organizational resources; promoting, modeling, and rewarding continuous improvement as central in guiding, monitoring, and focusing work processes to accomplish business objectives.

8. STAFFING FOR HIGH PERFORMANCE

Able to identify, attract, and retain talented people/understanding the core competencies and skills required to meet challenging business goals; willingness to surround oneself with highly capable staff and to encourage individual contribution; understanding and valuing diversity in the workplace; able to recruit, select, and successfully integrate subordinates who are technically, managerially, and interpersonally competent.

9. DEVELOPING ORGANIZATIONAL TALENT

Recognizing that developing work force competencies is key to gaining competitive advantage; ensuring the identification and satisfaction of developmental needs in the context of current and future jobs; providing a challenging climate to encourage subordinate development by rewarding excellence, serving as a role model, and encouraging personal and professional growth; devoting one's own time and organizational resources to developmental activities in the face of competing pressures.

10. DELEGATION AND EMPOWERMENT

Pushing decision making to the lowest appropriate level and developing subordinates' confidence in their ability to lead, manage, and impact business outcomes; instilling in subordinates a sense of ownership of the business; allocating sufficient authority and resources to subordinates to enable them to make significant decisions and act independently within their area of responsibility.

11. MANAGING TEAMWORK

Recognizing the importance of teams in realizing business objectives; understanding the appropriate circumstances for the use of teams in contrast to individual work; able to use teams to increase productivity, quality, employee involvement, and customer satisfaction; demonstrating the ability to build and mold teams, foster openness and two-way communication, and increase overall team effectiveness.

12. CROSS-FUNCTIONAL TEAMWORK

Knowing how to negotiate and maintain working relationships across functions and groups; recognizing the importance of cross-divisional teamwork for overall organizational effectiveness; recognizing diverse stakeholder needs and gaining cooperation and support based on shared organizational goals; negotiating work processes across organizational boundaries which effectively balance divisional and company-wide requirements.

13. LEADING INNOVATION

Producing significant performance results through the creation and/or management of major new initiatives and agenda; valuing and encouraging innovation and its realization in new products and services; setting high standards and monitoring key tasks and work processes to accomplish objectives.

14. DRIVE FOR BUSINESS RESULTS

Driving for business results as measured short-term by revenue growth and profitability, and long-term by customer retention and market share; recognizing the essential importance of customer satisfaction in achieving business results; developing business strategies with a strong focus on financial outcomes for the organization.

15. USE OF LEADERSHIP THROUGH QUALITY

Committing to Leadership Through Quality as the basic business principle for Xerox; personally using and promoting Leadership Through Quality tools to solve business problems and identify opportunities; managing by fact and conducting root cause analyses which examine all relevant data to ensure accurate and comprehensive problem diagnosis; serving as role model for continuous improvement throughout the organization.

16. OPENNESS TO CHANGE

Open to new ideas and willing to experiment; having a tolerance for change, ambiguity and paradox, demonstrating a willingness to learn and proactively seek feedback; actively soliciting information and views from others and using this input to make appropriate change occur; willing to continually modify existing strategies and processes in order to improve effectiveness.

17. INTERPERSONAL EMPATHY AND INFLUENCE

Recognizing the impact of one's own behavior on others; being sensitive to the moods, feelings, and motivations of others; encouraging effective behavior in others through active listening, feedback, and persuasion; showing a genuine interest in others and their well-being.

18. PERSONAL DRIVE

Demonstrating a deep-seated need for achievement and excellence; motivated by internal standards and consistently meeting or exceeding other's expectations; thriving on challenges and persevering despite obstacles; balancing needs for power with strong needs for personal mastery and accomplishment.

19. PERSONAL STRENGTH AND MATURITY

Demonstrating resilience in response to short-term and sustained stress; tolerating adversity with a realistic but optimistic outlook for the future; accepting the personal consequences of difficult decisions; having self confidence, a sense of perspective and an ability to learn from mistakes.

20. PERSONAL CONSISTENCY

Evoking trust in others by being appropriately open and by behaving in predictable ways; being consistent in one's behavior towards others in the organization as well as maintaining consistency between one's words and actions; being clear and consistent in one's values and acting accordingly.

21. ENVIRONMENTAL AND INDUSTRY PERSPECTIVE

Awareness of developments in the larger business, political and social arena which will affect the business in a significant manner; knowledgeable about trends in one's industry both domestically and globally; demonstrating awareness and deep insight concerning customer requirements, the emerging roles and opportunities of information technology, competitive offerings in the marketplace and one's relative standing in the industry.

22. BUSINESS/FINANCIAL PERSPECTIVE

Understanding from a general management perspective the broad-based requirements of running a business; able to develop sound business strategies and plans using key financial indicators to effectively manage and guide business processes; understanding and integrating multiple, sometime-conflicting, processes and functions into a coherent business operation.

23. OVERALL TECHNICAL KNOWLEDGE

Having broad, in-depth technical knowledge regarding Xerox' products and services and the processes used to produce them; possessing sufficient knowledge and comfort concerning hardware, software, and communications technology to interact effectively with internal resources and external customers.
