



LUXOTTICA®

**LUXOTTICA
COMPETENCY MODEL**

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Complexity of Behavior



Leading Self

Integrity & Trust



Demonstrates commitment to accomplish work in an ethical, efficient and cost-effective manner

Acts in accordance with organizational values and ethics

Acts consistently in words and actions

Respects confidentiality

Consistently adheres to ethical principles and leads others to do the same

Fosters a team culture where consistency in behavior is of utmost importance

Maintains confidentiality, admits mistakes and takes stands based on principles and values; challenges others who are not acting with integrity

Creates an organizational culture where consistency in ethics and integrity are leveraged as guiding principles

Fosters consistency in behavior across the organization

Models, leads, and motivates the organization to have a high level of trustworthiness

Self Awareness



Capacity to tune into your own feelings, sense inner signals, and recognize how your feelings affect you and your performance

Aware of their own strengths and how to maximize them at work

Demonstrates self-control and recognizes their own pressure points

Understands how their emotional responses to situations influence how they act and how they are perceived

Identifies the strengths of others and leverages their skills (in addition to their own) to manage uncertain situations

Adapts their approach and "switches gears" if the situation requires without feeling as though their own agenda or outcomes have been comprised

Recognizes and acknowledges the emotions of others and instills a positive outlook and constructive attitude during difficult and complex times

Uses understanding of self, others, and the organization to reach out to others and foster positive relationships, especially in difficult circumstances

Demonstrates the capacity for self-reflection; looks back at setbacks and/or failures and identifies and applies key learnings for themselves and others

Draws upon their self-awareness and self-control to identify and manage the emotions of others during adverse times

Innovation



Questions conventional approaches and encourages new ideas and outside-the-box solutions

Identifies areas of opportunity and makes process improvement in daily tasks

Demonstrates curiosity around learning new information

Develops useful ideas that are better, new, or unique

Suggests improvements to structural processes

Willingness to continually learn and grow, and ability to share knowledge with others

Listens to the ideas of others and implements creative changes based on new information or ideas

Reimagines organizational processes, minimizes complexities, and simplifies issues for self and others

Seeks in-depth knowledge and utilizes that knowledge to make informed changes to organizational strategy

Re-conceptualizes issues to deliver practical solutions to complicated problems, and challenges others to do the same



Complexity of Behavior



Leading Self

Engagement



Displays commitment, passion, and loyalty toward the organization and it's goals

Supports a climate in which people can do their best

Demonstrates understanding of and enthusiasm for the work needed to support organizational initiatives and goals

Exhibits self-accountability while working with increased discretionary effort and acknowledges the support and contributions of others

Understands and reinforces people's motivators to support organizational goals

Shares vision and maintains open lines of communication among team while celebrating successes

Builds trust with others to encourage the team to work with increased discretionary effort to exceed goals

Creates productive and effective work groups, seeking and embracing cooperation among peers in decision making

Creates a team culture where individuals understand how their role connects to/supports the organizational strategy and creates opportunities to celebrate success

Creates an environment where people value and respect each other's individual differences and feel confident sharing their perspective without consequence

Diversity, Equity & Inclusion



Creates and supports an inclusive environment where all employees, regardless of their background and experiences feel safe, valued, and respected

Values the contribution of all team members and engenders group integrity

Values the perspectives and contributions of all individuals

Treats all people with dignity and respect; strives to be fair and consistent

Encourages and expects equal contribution from all team members

By creating a safe environment, enables and encourages equal contributions from all team members

Promotes awareness and respect of cultural and individual values and differences; leverages the strengths of others to accomplish goals

Promotes awareness and respect of cultural and individual values and differences, and strives to constantly learn from those whose lived experiences differ from their own

Proactively seeks out others from diverse experiences to assist in accomplishing goals

Challenges themselves and the organization to create a more inclusive environment and celebrate the diversity of teams



Complexity of Behavior



Leading Others

Continuous Development



Recognizes strengths/limitations and proactively seeks out learnings to learn and grow on an on-going basis

Understands skills required to grow and takes responsibility for one's own development

Recognizes gaps in their own skill set and takes advantage of learning opportunities

Seeks out and is open to feedback from others

Analyzes successes and failures on a continuous basis to identify areas to improve

Seeks out challenging and unfamiliar learning opportunities

Recognizes importance of developing talent and regularly provides constructive feedback and coaching on team performance

Measures current skills and knowledge against requirements needed to achieve results

Pursues development opportunities needed to meet future and emerging industry trends

Recognizes, recruits, and develops high-performing teams. Leverages coaching, development planning and growth-oriented talent resources

Customer Focus



Actively explores, understands, and anticipates customer needs

Builds rapport and cooperative relationships with customers

Recognizes adverse customer reactions and can diffuse the situation

Reacts to customer requests

Considers how actions or plans will affect customers; responds quickly to meet customer needs and resolve problems

Anticipates an adverse customer reaction and provides alternative options to ensure a positive outcome

Listens to the customer's voice and empowers them to make their own choice

Role-models service standard with internal and external customers

Recognizes trends in customer reactions and makes recommendations accordingly to increase future customer satisfaction

Fosters a customer-focused/empowered climate by constantly challenging others to "think like the customer"

Relationship Building



Actively builds a network and collaborates with others to achieve greater results

Works on activating a network within the organization

Invests time with others when asked to help them succeed

Listens to ideas from others

Builds network with people inside and outside the organization

Proactively works with others to help them succeed

Solicits, listens to, and acknowledges the ideas of others

Leverages network to improve professional activities and find better ways of working

Frequently uses opportunities to work with others as a teaching tool to impart organizational knowledge and help the overall team succeed

Proactively gathers diverse ideas from others; ensures all sides are heard before reaching a conclusion that satisfactory for everyone



Leading Others

Complexity of Behavior



	1	2	3	4	5
Conflict Management  <i>Brings substantial conflicts and disagreements into the open and attempts to manage them collaboratively, building consensus, keeping the best interests of the organization in mind, not only one's own interest</i>	<p>States own point-of-view without criticizing the other person's</p> <p>Responds to opposing views in a non-defensive manner</p> <p>Identifies areas of agreement when working with conflicting individuals or groups</p>	<p>Manages conflicts promptly providing appropriate feedback and suggestions for resolution</p> <p>Recognizes conflict and identifies ways to help involved parties work through conflict</p> <p>Recognizes differences of opinion, brings them out into the open for discussion, and looks for win-win solutions</p>	<p>Anticipates potential conflict and identifies opportunities to mitigate. Models managerial courage and is often sought by other managers for advice.</p> <p>Maintains awareness of broad, longer-term objectives and works to ensure that all parties share this awareness while seeking solutions</p> <p>Uses appropriate interpersonal styles and methods to reduce tension or conflict between two or more people/groups</p>		
Commitment to Excellence  <i>Raises the bar for self and others and strives to elevate and impact performance. Recognizes and creates opportunities and acts accordingly</i>	<p>Recognizes that the quality of the individual's work impacts the quality of the work of the team, branch and/or the organization</p> <p>Makes on-going efforts to improve how the work gets done in order to enhance efficiency and effectiveness</p> <p>Demonstrates efficiency and quality in one's own work and actively seeks out challenges</p>	<p>Observes opportunities and translates them into benefits for the organization</p> <p>Demonstrates enthusiasm for creating better ways of doing things, that that higher levels of performance are possible</p> <p>Consistently strives to both individually outperform and raise the bar for others</p>	<p>Actively seeks and implements improved methods of accomplishing goals to increase quality and efficiency</p> <p>Creatively applies and actively shares expertise and best practices with other teams</p> <p>Recognizes long term opportunities for the organization and develops plans to use them accordingly</p>		



Results-Orientation



Demonstrates concern for achieving or surpassing results against an internal or external standard of excellence. Shows a passion for improving the delivery of services with a commitment to continuous improvement

Tracks progress on measurable business objectives and understands how to improve results

Looks for alternatives when certain actions have not lead to a desired result

Strives to reach goals despite obstacles, setbacks or uncertainty

Sets and maintains high performance standards for self and others that support strategic plan and holds self and other team members accountable for achieving results

Develops a strategic action plan to ensure individual and team results are consistently achieved and fosters awareness of individual impact on organizational results

Identifies and mitigates obstacles to goal achievement

Ability to analyze and drive measurable performance and adjust behaviors which impact them even in uncertain times; actively coaches and enables others to deliver results

Makes business decisions, understanding the organizational impact as well as the long-term implications for performance

Leverages opportunities to exceed goals, even under adverse circumstances. Examines alternatives, including the costs, risks and benefits for the organization

Negotiation



Explores positions and alternatives to reach outcomes that gain acceptance of all parties.

Is well prepared when entering negotiations and handles objections effectively

Looks for common interests in negotiations to devise a win-win scenario

Mediates equitable solutions in business area

Assures that others negotiate within the organization's terms

Knows the interests and points of view of other parties during negotiations

Negotiates skillfully in difficult situations; settles differences with minimum noise

Consistently crafts solutions with maximum value for all parties

Wins concessions without damaging relationships

Takes on complex and controversial campaigns within and outside of the organization

Critical Thinking



Builds a logical approach to address problems or opportunities or manage the situation at hand by drawing on one's knowledge and experience base, and calling on other references and resources as necessary

Identifies appropriate sources for relevant information and answers to key questions

Demonstrates persistence and skill in gathering information

Clearly explains the rationale behind decisions that are made

Uses a combination of logic, analysis, and experience to make decisions and solve problems

Demonstrates the ability to solve complex and difficult problems, creates effective and innovative solutions

Actively involves others in the decision making process; utilizes their expertise for developing the best solutions

Delivers solutions and decisions that have a positive, far-reaching, and comprehensive organizational impact, influencing future events and directions

Demonstrates deep resolve and resilience throughout the problem-solving process

Willing to make decisions in difficult or ambiguous situations, when time is critical



Planning & Execution



Establishes a systematic course of action for self or others to ensure accomplishment of a specific objective. Sets priorities, goals, and timetables to achieve maximum productivity

Knows status of one's own work at all times and develops or uses systems to keep track of activities to accomplish stated objectives

Drafts a plan before taking action and adjusts as needed

Is able to meet deadlines when involved in multiple, simultaneous projects or tasks

Translates management proposals into feasible action plans and sets priorities with an appropriate sense of what is most important given time demands

Anticipates impact of decisions and makes necessary preparations or changes as needed

Consistently delivers good quality work by setting goals and prioritizing competing demands

Sets and cascades appropriate priorities in a large-scale change process

Defines and communicates strategy and goals for the medium and long terms

Is able to prioritize and undertake new tasks while creating synergies between new and existing responsibilities in order to increase efficiency

Communicates Effectively



Listens and responds effectively; communicates appropriately based on the audience

Clearly conveys information verbally and in writing

Ability to recognize conflict and avoid escalation

Listens effectively and responds appropriately to customers and coworkers

Articulates thoughts and expresses ideas clearly

Identifies common ground; ability to have difficult conversations

Communicates often and effectively with individuals at various touchpoints

Effectively adapts communication style and messaging based on the audience

Ability to facilitate challenging conversations, while encouraging dissent to lead through conflict to arrive at a constructive outcome

Maintains a consistent and transparent flow of information, both laterally and across the business

Leading the Change

Complexity of Behavior



Agility



Quickly adapts to changing situations, and eliminates barriers to change for others

Demonstrates flexibility in response to changing situations

Remains optimistic when experiencing setbacks or while working under pressure

Gathers necessary information and considers all issues

Focuses on the beneficial aspects of change; speaks positively about the change to others

Identifies and mitigates possible setbacks for team

Takes effective action without having all the necessary facts in hand

Proactively identifies opportunities for positive change and influences others. Demonstrates a commitment to creating agile teams

Adept at anticipating challenges; implements positive organizational changes in response to adversity

Predicts potential future problems and changes gears in anticipation

Accountability



Assumes ownership and responsibility to ensure desired outcomes are met

Provides regular updates regarding current status of results and is transparent when anticipating issues

Takes responsibility for own actions

Meets personal commitments

Proactively provides constructive feedback to others on their performance to ensure team is on track to achieve results

Assumes ownership of the business, and demonstrates authority and credibility



Follows through and meets all personal commitments on time

Consistently provides constructive and specific feedback to others on performance, creating a culture of coaching within team to ensure all are achieving results

Behaves as an owner of the business and takes accountability for looking deeper into issues and ensuring delivery

Exceeds commitments to others by frequently delivering positive results ahead of schedule



	1	2	3	4	5
<p>Influence</p>  <p><i>Ability to build coalitions, persuade others, and generate consensus</i></p>	Can influence those closest to them	Influences peers and team by modeling the way	Can identify and influence key stakeholders; ability to influence without authority		
	Acknowledges and respects input from those with opposing perspectives	Productively engages with people who have different perspectives	Actively encourages diverse perspectives, and holds others accountable for creating an inclusive work environment		
	Ability to accept change and not create resistance	Encourages others to adapt to change	Diplomatically enables change; inspires, encourages, and provides guidance and support in response to change		
<p>Strategic Mindset</p>  <p><i>Creates visions and plans based on long-term, big-picture view; leads delivery of results</i></p>	Applies expertise to deliver results	Able to translate strategy into action and rally others to deliver results	Ability to share a strategic vision, raises the bar for themselves and others, to exceed results		
	Acquires the essence from given information	Sets strategic priorities for his/her team based on the organization's strategy	Takes a long-term view to recognize opportunities, impact, and to set priorities for a broad organizational perspective.		
	Can understand long-term goals and their role in achieving them	Adept at anticipating the needs of the business and acting accordingly	Creates competitive and innovative strategies that show a clear connection between vision and action.		