

Next Generation Agent Competencies

The 21 Next Generation Agent Competencies have been placed into categories based on the Leadership Model utilized within the Enterprise. Three Next Generation Agent competencies are not included in the Leadership Model -- Entrepreneurial Spirit, Competitiveness and Need for Recognition. Entrepreneurial Spirit has been added to the Strategy grouping and Competitiveness and Need for Recognition have been included with the Results competencies.

Personal Impact: Personal impact competencies address how someone influences and inspires people around them.

Integrity: Acts ethically and honestly in all business practices and builds professional relationships by promoting mutual trust. Builds credibility through straight talk and taking personal accountability for actions. Is respected by others and follows through on commitments. Is highly responsible and is a role model for others.

Passion: Embraces the essence of State Farm. Demonstrates a commitment to the company's mission and values, a strong work ethic and an internal drive for excellence. Is energetic, optimistic and invigorates others.

Self Awareness: Analyzes own behavior and performance results to learn from mistakes and successes. Actively engages in a process of personal change to improve performance. Knows own strengths and shortcomings. Demonstrates humility.

Learning: Has an affinity for discovering new ideas, experimenting to learn and acquiring knowledge. Demonstrates an understanding of the technical and professional aspects of the work. Embraces continuous learning and renewal. Seeks internal and external business knowledge beyond current area of responsibility.

Leadership Courage: Demonstrates confidence by making tough decisions, challenging the status quo when appropriate and taking business and personal risks to achieve business goals and objectives. Is able to communicate bad news and appropriately share it. Has the willingness to state one's beliefs. Admits mistakes.

Relationships: Relationship competencies address the way someone interacts with others.

Coaching: Communicates clear expectations, observes and assesses performance and provides ongoing feedback, coaching, mentoring and training. Makes the development of others a top priority. Challenges self and others to critically evaluate personal strengths and weaknesses. Finds opportunities to give feedback at the earliest time possible. Tailors feedback and training techniques to the individual style of employees. Provides developmental challenges through the use of appropriate delegation and assignments.

Relationship Building: A good leader values relationships. Develops, cultivates and maintains a wide network of key internal/external relationships where trust and respect are shared and advice or support can be sought.

Influence: Gains the support of others and acts as a catalyst causing them to take action or change behavior. Understands and anticipates the reactions of others and develops appropriate responses. Establishes credibility through intellectual honesty.

Teamwork: Generates commitment through collaboration and energizes people to achieve collective goals. Seeks input that capitalizes on the unique capabilities and contributions of different individuals. Works toward common goals by supporting, encouraging and sharing information with colleagues. Keeps management and key stakeholders informed and appropriately involved. Celebrates accomplishments.

Strategy: Strategy competencies address someone's ability to look at the "big picture" and guide others and function in the best direction; pursuing the necessary actions to achieve superior results.

Adaptability: Is flexible, resilient and versatile. Initiates and supports change when needed. Alters the approach as the business situation demands. Easily deals with a variety of people, levels, departments and tasks. Handles multiple tasks and issues simultaneously. Manages change and has a tolerance for ambiguity.

Inclusiveness: Values and encourages diversity of thought and experience. Builds relationships with all team members. Avoids stereotyping and seeks opportunities to learn about others. Is fair and treats others with respect. Draws people in so they feel wanted and part of the team. Finds the common ground, keeps own opinions in check and seeks consensus and support. Understands the business case for diversity and contributes toward these goals.

Vision: Sees possibilities and develops insightful and innovative approaches to define and support the company's vision. Builds a visionary bridge from the present to the future. Creates, defines and clearly communicates a realistic and credible future, and brings about shared enthusiasm and focus. Links vision to goals and objectives, and even in times of ambiguity, enables others to act. Recognizes the impact on the enterprise of issues, plans and activities.

Communication: Seeks to understand and to be understood. Tests for clarity. Uses communications processes to inform, influence and motivate others. Develops communication strategies to drive strategic messages. Understands the appropriate method, timing and audience of messages. Communicates clear expectations and provides ongoing meaningful feedback. Speaks and writes effectively in a variety of circumstances.

Customer Focus: Focuses efforts on discovering and meeting customers' stated or unstated needs and expectations. Plans and responds effectively to meet customer needs in a changing marketplace. Makes and delivers on commitments to customers. Understands the causes of customer complaints. Decisions reflect sound judgment and are customer-focused.

Entrepreneurial Spirit: Ready and willing to assume the risk of a business venture with State Farm's objectives aligned. Characterized by an internal drive for success. Thrives on profit and desires a connection between success and hard work. Understands the long-term costs and benefits of such an investment. Ability to generate commitment through collaboration and energize people to achieve collective goals.

Results: Results competencies are about execution and taking action while others remain idle.

Initiative: Takes a proactive approach, seizes opportunities for change and takes action when appropriate. Recognizes what needs to be done and accomplishes it with minimal supervision. Sees opportunities to take action and advance the success of the team. Acts promptly in resolving issues.

Results Oriented: Focuses on enhancing results and is accountable for outcomes. Sets high expectations and targets that align with organizational goals. Positively contributes to acceptable financial results. Creates an environment that fosters achievement, encourages others to take ownership and accepts personal accountability for results. Knows what to measure and how to measure it. Empowers associates and holds them and others accountable for actions and results.

Problem Solving: Anticipates issues and develops solutions. Develops creative and innovative approaches to solve business problems, based on available information and business objectives. Articulates and solicits specific criteria that must be addressed to reach agreement to resolve an issue.

Business Acumen: Identifies information and materials both internally and externally that contribute to the completion of work objectives for optimal impact. Understands and contributes to the organization's business strategy. Knows the goals of the enterprise. Develops knowledge base and understanding of current issues related to department, enterprise and insurance industry. Manages information well. Stays current with advancements in technology and has the capacity to continuously learn and grow.

Competitiveness: Motivated by and works well in competitive situations. Determined by competition for business.

Need for Recognition: Thrives on and is motivated by attention for actions that set apart differences in performance.