

Competency	10%   Formal Learning			20%   Coaching, Mentoring, Peer Learning	70%   On the Job Experiences
	Leading Self	Leading Others	Leading Teams & Businesses		
<p><b>LEADERSHIP</b></p> <p>Inspires and demonstrates trust in others and lives our values. Seeks developmental opportunities for self and others.</p>	<ul style="list-style-type: none"> <li><a href="#">I am a Leader</a></li> <li><a href="#">Relentless Learner</a></li> <li><a href="#">Harness Your Potential</a></li> <li><a href="#">What in the World is a Worldview</a></li> </ul>	<ul style="list-style-type: none"> <li><a href="#">Leadership Foundations</a></li> <li><a href="#">Developing Mental Toughness for Leadership</a></li> <li><a href="#">How to Build Credibility as a Leader</a></li> <li><a href="#">Top 10 Rules for Highly Effective Leadership</a></li> </ul>	<ul style="list-style-type: none"> <li><a href="#">Developing Your Leadership Philosophy</a></li> <li><a href="#">Executive Leadership</a></li> <li><a href="#">Ken Blanchard on Servant Leadership</a></li> <li><a href="#">Bill George on Self-Awareness, Authenticity, and Leadership</a></li> <li><a href="#">Cultivating a Growth Mindset</a></li> </ul>	<ul style="list-style-type: none"> <li>Become a mentor-volunteer to help coach a team member who is learning a new skill in an area in which you have expertise.</li> <li>Join a local leadership organization or industry association where you can share leadership learnings and best practices.</li> <li>Engage in reverse mentoring with a new hire to share your knowledge and learn new skills from them.</li> </ul>	<ul style="list-style-type: none"> <li>Volunteer to help onboard a new team member.</li> <li>Volunteer to lead an initiative at work.</li> <li>Take on a leadership opportunity in a community organization.</li> <li>Use Stop Work authority if you see something possibly unsafe.</li> <li>Complete the Intercultural Development Plan and the Intercultural Conflict Style Inventory. <i>Contact <a href="mailto:deiinfo@apigroupinc.us">deiinfo@apigroupinc.us</a> to learn more.</i></li> </ul>
<p><b>DECISION MAKING</b></p> <p>Makes well-informed, high-quality decisions in a timely manner, even with incomplete data and analysis. Willingly takes calculated risks and perceives the impact and implications of decisions.</p>	<ul style="list-style-type: none"> <li><a href="#">Improving Your Judgement for Better Decision Making</a></li> <li><a href="#">Overcoming Decision-Making Traps</a></li> <li><a href="#">Critical Thinking for Better Judgement and Decision Making</a></li> <li><a href="#">Making Quick Decisions</a></li> </ul>	<ul style="list-style-type: none"> <li><a href="#">Decision-Making Strategies</a></li> <li><a href="#">Problem-Solving Techniques</a></li> <li><a href="#">Decision-Making in High-Stress Situations</a></li> </ul>	<ul style="list-style-type: none"> <li><a href="#">Executive Decision-Making</a></li> <li><a href="#">Data-Driven Decision-Making for Business Professionals</a></li> <li><a href="#">Business Development: Strategic Planning</a></li> </ul>	<ul style="list-style-type: none"> <li>Find a mentor who is skilled at decision-making. Ask them to share examples of how they make decisions in their role.</li> <li>Shadow a team member to learn how they approach decision-making in their role.</li> <li>Share with your leader how you came to a complex decision and inquire if their approach would have differed.</li> </ul>	<ul style="list-style-type: none"> <li>Volunteer for an initiative or project at work that involves decision-making in a new or different capacity. Proactively apply decision-making frameworks from a course or peer/mentor to decisions for this initiative or project. Take the opportunity to reflect.</li> <li>Ask your supervisor to partner with you to identify an opportunity to be involved in a decision.</li> <li>Learn and apply new decision-making techniques to facilitate and make easier and more impactful decisions.</li> </ul>
<p><b>RESULTS FOCUS</b></p> <p>Holds self and others responsible for high-quality, timely, and cost-effective results. Creates an atmosphere of accountability and performance.</p>	<ul style="list-style-type: none"> <li><a href="#">Managing for Results</a></li> <li><a href="#">Delivering Results Effectively</a></li> <li><a href="#">Holding Yourself Accountable</a></li> </ul>	<ul style="list-style-type: none"> <li><a href="#">Goal Setting: Objectives and Key Results (OKRs)</a></li> <li><a href="#">Coaching for Results</a></li> <li><a href="#">The Five Conversations That Deliver Accountability and Performance</a></li> <li><a href="#">Making Big Goals Achievable</a></li> </ul>	<ul style="list-style-type: none"> <li><a href="#">Creating a High-Performance Culture</a></li> <li><a href="#">Building Resilience as a Leader</a></li> <li><a href="#">Coaching for Results</a></li> </ul>	<ul style="list-style-type: none"> <li>Find a mentor who is skilled at execution.</li> <li>Shadow a team member to learn how they drive results focus in their role.</li> </ul>	<ul style="list-style-type: none"> <li>Reflect on a recent project; what could have been done to make the project better, timelier, or cost-effective? Apply and share those learnings to your next project.</li> <li>Demonstrate accountability by consistently delivering on what you say you will do. Make it a habit to regularly pause and reflect on your "Say/Do" ratio. Ask others for feedback.</li> <li>Set clear and specific (S.M.A.R.T) goals for yourself and/or your team members, and regularly check in on progress towards those goals.</li> </ul>

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<p><b>ACTION ORIENTATION</b></p> <p>Proactively takes the lead to accomplish tasks. Willingly goes above and beyond what is required to ensure that a task is well done. Self-starter, possessing high energy and relentless curiosity.</p>	<ul style="list-style-type: none"> <li>Communicating to Drive People to Take Action</li> <li>Defining and Achieving Professional Goals</li> <li>Getting Things Done</li> <li>Prioritizing Your Tasks</li> </ul>	<ul style="list-style-type: none"> <li>Change Management Foundations</li> <li>Grit: How Teams Persevere to Accomplish Great Goals</li> <li>Setting Team and Employee Goals Using SMART Methodology</li> </ul>	<ul style="list-style-type: none"> <li>Creating a Culture of Change</li> <li>Strategic Agility</li> <li>Change Management Foundations</li> </ul>	<ul style="list-style-type: none"> <li>Find a mentor who is skilled at proactive problem-solving and taking initiative.</li> <li>Shadow a team member to learn how they incorporate action orientation into their role.</li> </ul>	<ul style="list-style-type: none"> <li>Proactively identify an opportunity to demonstrate initiative within your role to complete a task or project. Ask for feedback. Continue to make this a regular practice.</li> <li>Demonstrate your curiosity and learning agility through proactive problem-solving. Identify a problem; investigate options to solve the problem; come prepared with options and their pros and cons when you meet with your supervisor or your team.</li> <li>Broaden your sphere of influence and collaboration by intentionally developing relationships outside of your current circle of collaboration.</li> </ul>
<p><b>COLLABORATION</b></p> <p>Collaborates with others across the organization to achieve goals and meet deadlines. Engages with others in a cooperative instead of a competitive way.</p>	<ul style="list-style-type: none"> <li>Essentials of Team Collaboration</li> <li>Effective Collaboration Across Teams</li> <li>Collaborative Leadership</li> <li>Creating a Culture of Collaboration</li> </ul>	<ul style="list-style-type: none"> <li>Building High-Performance Teams</li> <li>Leading and Working in Teams</li> <li>Managing Team Conflict</li> </ul>	<ul style="list-style-type: none"> <li>Collaborative Leadership</li> <li>Increasing Collaboration on Your Team</li> <li>Leading and Working in Teams</li> </ul>	<ul style="list-style-type: none"> <li>Find a mentor who is skilled at collaborating.</li> <li>Shadow a team member to learn how they incorporate collaboration into their work.</li> <li>Share and inquire about DISC profiles of those you are partnering with to more deeply understand motivations and underlying values that play into collaboration.</li> </ul>	<ul style="list-style-type: none"> <li>Identify an opportunity to work collaboratively with a team member or another team to deliver results for a customer or the business. Incorporate these ideas in how you partner on your next piece of work together.</li> <li>Identify colleague(s) from other departments to think about more efficient manners to deliver on your goals, to open solutions scope, and to foster creative thinking.</li> </ul>

**HELPFUL LINKS**



[iDP Information public page www.apigroupinc.com/careers/idp-learning](https://www.apigroupinc.com/careers/idp-learning)  
*For teammates at SK FireSafety Group and North American teammates without a company email.*



[iDP Information Page on iNSIDE API](#)  
*For teammates with a company email.*