Communication

Communicate for team performance; inform, influence, and motivate others by using strategic communication skills.
Effective leaders use thoughtful, strategic, and self-aware communication that is audience, result, and emotional response driven.

Does Not Meet Expectations	Needs Improvement	Meets Expectations	Exceeds Expectations	Outstanding
• Rarely communicates with team members in team or one-on-one settings. • Fails to provide clear and complete instruction, leading to frequent misunderstandings and poor team performance. • Lacks engagement which leads to dissatisfaction and complaints. • Unavailable or vague and dismissive, causing confusion and inefficiency. • Fails to respond or provide proper assistance when receiving customer concerns, resulting in escalated complaints. • Dictates new ideas to the team rather than fostering collaboration.	• Communicates sporadically, providing instructions that are often unclear. • Communication is typically asynchronous, does not follow up to check if the team understands, leading to confusion, missed deadlines and/or inconsistent performance. • Does not employ appropriate communication forms and channels, resulting in messages that do not effectively represent the organization, engage the audience, or measure understanding. • Shares information but fails to show listeners how the message is important to their role and responsibility.	• Communicates regularly and provides the necessary information for the team to complete tasks. • Clarifies instructions when asked and responds to feedback. • Messages align with organizational Purpose, Guiding Principles, and Values. • Responds to concerns in a timely manner and resolves issues. • Develops clear conversation goals that link strategic objectives to tasks. • Able to tailor communication methods to meet the needs and expectations of different audiences. Utilizing AO Communications to ensure alignment of organizational messages when appropriate.	• Checks in regularly with the team, ensuring they understand their tasks and provides feedback as needed, helping them feel supported and aligned. • Seeks and gives feedback that sets expectations, coaches for high-level performance, and develops effective working relationships. • Communicates expectations clearly and utilizes in-the-moment feedback on work well done or items in need of improvement to prevent future issues. • Addresses difficult communication situations with empathy to resolve disruption to team performance. • Meetings are organized, well managed, and productive, using concise, specific, and emotionally well managed communication.	• Communicates openly and consistently with the team in group and one-on-one settings, ensuring alignment with organizational goals. • Listens actively and implements solutions to improve performance and engagement. • Builds strong relationships with customers and stakeholders with regular, personalized communication. • Uses open and transparent feedback to retain the brightest and best team members, saving resources and organizational intelligence. • Asks insightful questions that promote empathy, understanding, and shared action to improve relationships, processes, and innovations.

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Emotional Intelligence

Emotional intelligence involves self-awareness, self-regulation, empathy, and effective interpersonal relationships.

Does Not Meet Expectations	Needs Improvement	Meets Expectations	Exceeds Expectations	Outstanding
• Lacks awareness of their own emotions and how they impact the team. • Does not manage stress or emotions in challenging situations, leading to outbursts or emotional disengagement. • Shows little to no empathy for team members or customer concerns or struggles. • Responds to criticism with frustration or indifference, often escalating the situation rather than resolving it. • Lack of emotionally intelligent managerial performance causes team demotivation and poor long-term performance results.	• Stress management is inconsistent across situations. • Finds difficulty when attempting to move past colleague or team member resistance to change. • Inconsistent in maintaining a positive or supportive work environment. • May attempt to resolve issues, but responses often come across as transactional rather than empathetic. • Unable to leverage healthy conflict to promote transformative thinking. Actively avoids all types of conflict.	• Shows awareness of their emotions and manages them in most situations. • Provides a supportive environment and shows empathy toward employees. • Able to identify appropriate time and location to address difficult situations. • Manages productive levels of stress on a personal and team level to maintain consistent performance. • Establishes rapport by encouraging credibility, honesty, and respect in interactions with others. • Able to assess their own strengths and opportunities for improvement, documenting actionable development plans to improve performance.	• Demonstrates strong self-awareness and emotional regulation. • Can navigate difficult situations calmly while providing emotional support to employees. • Consistently shows empathy and seeks to understand the viewpoint and needs of the team, creating a positive work environment. • Identifies emotional data in nonverbal cues during interactions with others, using this information to guide their own communication. • Creates a psychologically safe work environment that encourages healthy conflict and feedback from others. • Builds resilience and optimism in their team environment through open communication.	• Excels in emotional self-awareness, regulation, and empathy. • Models emotional intelligence for the organization, leading to strong interpersonal relationships and a highly engaged workforce. • Uses positive intentions that assume the purposes of others are not meant to be difficult or problematic, remaining objective. • Actively seeks to understand emotions and behaviors during interactions with others, empowering self-expression and ensuring clear understanding of both parties. • Able to positively influence the emotional states of team members and others to achieve results.

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Presentation Skills

Presentation skills involve clearly communicating information to an audience in an engaging manner. This includes using visuals, adapting messages to the audience, and effectively managing questions, helping to influence decisions and ensure alignment.

Does Not Meet Expectations	Needs Improvement	Meets Expectations	Exceeds Expectations	Outstanding
• Presents information in a disorganized and unclear manner, confusing the audience. • Fails to engage the audience and doesn't tailor the content to their needs or level of understanding. • Slides or materials are poorly designed and hard to follow. • Lacks professionalism, engagement, and confidence. • Jumps between unrelated topics, fails to provide context, and leaves the team unclear about next steps or priorities. • Provides excessive details without focusing on key takeaways, causing confusion and a lack of alignment with the audience's strategic priorities.	• Provides basic information but lacks clarity and structure. • Engages minimally with the audience and relies heavily on reading from slides or notes. • Does not fully adapt the presentation to the team's needs or level of engagement. • Delivers information but struggles to highlight the most critical points. • Provides a lot of data without clear analysis or conclusions. • May appear unprepared or uncertain when addressing the audience. • Focuses too much on process details without drawing out the strategic implications, leaving the audience unclear on the value of the information.	• Presents information in a generally clear and structured way using current templates from the communications team. • Engages with the audience but doesn't always fully adapt to their needs or concerns. • Works with AO Communications to ensure presentation materials are on brand using approved color schemes, logos, and organizational messaging. • Provides clear, concise information that addresses key issues, but may not fully capture the strategic importance of the topic. • Maintains professionalism and answers questions, doesn't always adapt based on the audience's reactions or concerns. • Presents clear data and answers questions but lacks energy and interaction to keep the team fully engaged. • Provides relevant data and conclusions but does not delve deeply into the broader impact or anticipate follow-up questions from leadership.	• Uses visually appealing and well-organized materials to enhance understanding and retention. • Delivers a well-organized, focused presentation that addresses the key issues in a strategic and concise manner. • Engages the audience by tailoring content to their concerns and providing insightful analysis. • Confidently answers questions and adapts the message based on audience feedback. • Presents a clear plan of action, uses visuals to highlight key points, and encourages team members to ask questions, ensuring everyone is aligned and engaged. • Presents a concise summary, emphasizes the broader business impact, and confidently fields questions, demonstrating a clear understanding of the strategic implications.	• Delivers exceptional presentations that are concise, strategic, and highly relevant to the audience. • Engages the audience by providing deep insights, connecting the information to broader organizational goals, and anticipating their concerns. • Demonstrates poise, confidence, and adaptability, effectively addressing complex questions or challenges. • Creates a collaborative atmosphere, encouraging input and feedback from the team. • Presentations leave the team motivated and clear of the next steps, with opportunities for further discussion. • Highlights strategic insights, ties recommendations to company goals, and anticipates potential concerns from leadership. • The presentation is concise, impactful, and drives decision-making at the highest level.

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