

Leadership Competencies

COMPETENCY	LEVEL	SKILLED BEHAVIOURS
Customer Focus	Level 1 (Developing)	<ul style="list-style-type: none"> • Thinks of customer relationships as long-term and Bank-wide. • Develops and shepherds innovative solutions that create value for a diverse customer base and Scotiabank. • Seeks out and creates opportunities to capitalize on local and global economic, demographic, and consumer trends that are shaping future customer needs.
	Level 2 (Skilled)	
	Level 3 (Highly Skilled)	
Strategic Thinking	Level 1 (Developing)	<ul style="list-style-type: none"> • Identifies critical problems affecting Scotiabank's competitiveness, profitability or sustainability and marshals the right resources to develop innovative and workable solutions. • Manages complex information and situations and creates plans with clarity and focus. • Creates and implements effective strategies that integrate the business environment, global issues and focus on long-term goals.
	Level 2 (Skilled)	
	Level 3 (Highly Skilled)	
Building Strategic Relationships	Level 1 (Developing)	<ul style="list-style-type: none"> • Cultivates a broad and diverse external network to enhance the position of Scotiabank in current and future markets. • Fosters an extensive and diverse internal network to exchange ideas focused on achieving long-term business objectives. • Seeks to understand and anticipate the perspectives of diverse stakeholders and uses that understanding to build mutually beneficial collaborations. • Builds trusted partnerships across multiple areas and geographies of Scotiabank and promotes collaboration to advance strategic plans and business goals.
	Level 2 (Skilled)	
	Level 3 (Highly Skilled)	
Strategic Influencing	Level 1 (Developing)	<ul style="list-style-type: none"> • Shapes the external environment through proactive relationships with governments, regulators, financial industry peers, and current and future customers. • Develops and shares a compelling vision of the future.
	Level 2 (Skilled)	
	Level 3 (Highly Skilled)	
Self-Awareness & Personal Development	Level 1 (Developing)	<ul style="list-style-type: none"> • Champions the execution of the leadership strategy and views development of self and others as a business priority. • Has a deep understanding of personal strengths and limitations and how they affect other individuals, the team and the business. • Demonstrates flexibility and openness by learning from differing ideas and approaches. • Demonstrates courage to defend unpopular points of view when they add value for the business.
	Level 2 (Skilled)	
	Level 3 (Highly Skilled)	

Leadership Competencies

COMPETENCY	LEVEL	SKILLED BEHAVIOURS
Developing and Coaching Talent	Level 1 (Developing)	<ul style="list-style-type: none"> • Takes a Bank-wide perspective on talent identification, attraction and development, and identifies opportunities to enhance people's capacity, growth and development.
	Level 2 (Skilled)	<ul style="list-style-type: none"> • Builds a high-performing and innovative team by identifying, building and engaging diverse talent and thinking styles in alignment with business demands. • Sets high performance standards and creates an environment for others to excel.
	Level 3 (Highly Skilled)	<ul style="list-style-type: none"> • Champions a coaching culture and actively supports and develops talent by leveraging people's unique strengths. • Clearly and directly communicates constructive feedback to help others improve their performance. • Recognizes and rewards the contributions of others, both inside and outside the team.
Cross-Cultural Leadership	Level 1 (Developing)	<ul style="list-style-type: none"> • Brings a global mindset to issues and solutions. • Champions an organizational vision that drives innovation, leverages diversity, fosters a culture of inclusion, and promotes cultural intelligence. • Demonstrates and instills collaboration and accountability among all key business partners.
	Level 2 (Skilled)	
	Level 3 (Highly Skilled)	
Communication	Level 1 (Developing)	<ul style="list-style-type: none"> • Influences others by presenting ideas with confidence, energy and passion. • Communicates clearly, candidly and respectfully especially in difficult situations. • Uses targeted communication techniques based on the context, the content, and the audience.
	Level 2 (Skilled)	
	Level 3 (Highly Skilled)	
Change Leadership	Level 1 (Developing)	<ul style="list-style-type: none"> • Creates an environment where change initiatives are embraced and instills ownership at all levels. • Deals well with ambiguity, taking smart and calculated risks and supporting others who do the same. • Demonstrates agility, resilience and resourcefulness in executing plans even in changing environments.
	Level 2 (Skilled)	
	Level 3 (Highly Skilled)	
Results Focus	Level 1 (Developing)	<ul style="list-style-type: none"> • Translates business strategy into specific and actionable plans that are clear and meaningful to the audience. • Promotes and leverages a matrix organization structure where leadership can emerge and business results are achieved. • Effectively balances priorities to focus on the most important actions while reducing the inefficient use of resources. • Helps others achieve more than they thought possible. • Acts ethically and honorably at all times.
	Level 2 (Skilled)	
	Level 3 (Highly Skilled)	