

General Competencies

COMPETENCY	LEVEL	SKILLED BEHAVIOURS
Customer Focus	Level 1	<ul style="list-style-type: none"> • Takes accountability for providing excellent service and resolving customer problems promptly and professionally. • Clearly communicates with the customer regarding their needs and expectations through active listening and presenting factual, logical information. • Meets immediate customer needs by being attentive and resourceful.
	Level 2	<ul style="list-style-type: none"> • Establishes oneself as a trusted advisor by participating in customer's decision-making process, as appropriate. • Asks appropriate questions to assess needs and listens for opportunities to add value for the customer. • Demonstrates initiative to go beyond the normal routine and look for new ways to add value.
	Level 3	<ul style="list-style-type: none"> • Strengthens role as a trusted advisor and works cooperatively across departments/business lines to cultivate long-term customer relationships. • Stays abreast of emerging customer needs through a variety of sources. • Develops innovative solutions and concrete business plans that create value for the customer and profitability and productivity for the Bank.
Strategic Thinking	Level 1	<ul style="list-style-type: none"> • Identifies areas to contribute to department's business plan with a focus on short-term goals. • Raises roadblocks encountered and potential solutions for discussion with manager/supervisor. • Analyzes situations / problems and makes straightforward decisions. • Shares information collected from daily interactions that could be relevant to the Bank.
	Level 2	<ul style="list-style-type: none"> • Identifies factors that have an immediate effect on departmental business plans with a focus on attaining short to mid-term goals. • Develops creative solutions to potential roadblocks. • Uses analysis and sound decision-making methodology to make appropriate business decisions. • Manages the diverse internal and external forces that impact one's team and work.
	Level 3	<ul style="list-style-type: none"> • Develops business plans that integrate the business environment and global factors and that focus on mid to long-term goals. • Plans for challenges and risks and responds to unanticipated opportunities and threats as they arise. • Uses research, data and past experience to make informed business decisions about alternative courses of action. • Assesses and mitigates the impact of internal and external forces (e.g., economic conditions, competitor information) on the department.
Building Strategic Relationships	Level 1	<ul style="list-style-type: none"> • Proactively seeks to collaborate with, and help, team members and managers. • Seeks opportunities to meet new people within and outside the Bank and uses those connections where appropriate. • Builds trust by being approachable, discreet and by demonstrating empathy.
	Level 2	<ul style="list-style-type: none"> • Seeks opportunities to collaborate within and beyond one's own department. • Builds an internal network and begins making external contacts to advance departmental goals. • Builds trust by demonstrating empathy, responding appropriately, and knowing when to take action.
	Level 3	<ul style="list-style-type: none"> • Generates opportunities to collaborate with other parts of the Bank to achieve results that would otherwise not be attainable. Leads team/others to do the same. • Builds a diverse network across departments and outside the Bank to advance professional and Bank objectives. • Strengthens trust and credibility through empathy integrity, and capacity to act as a facilitator to create win-win situation.

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Strategic Influencing	Level 1	<ul style="list-style-type: none"> • Presents information in a factual, logical way that is appropriate for the audience. • Works to create a positive impression by actively participating in various business activities (e.g., team meetings). • Understands the Bank's formal structure and culture/takes initiative to learn. • Identify the key people and/or groups that share common goals and/or customers.
	Level 2	<ul style="list-style-type: none"> • Uses appropriate methods of logic, and/or analysis to effectively influence and persuade the intended audience. • Establishes credibility by being consistent in identifying and recommending changes to improve the profitability and productivity of the department. • Understands the Bank's informal structures and builds partnerships with decision influencers. • Identifies and involves other people and/or groups involved in key decisions or who may be affected by key decisions.
	Level 3	<ul style="list-style-type: none"> • Identifies key stakeholders required for success at multiple levels and actively engages them in key business planning discussions. • Strengthens credibility by consistently championing the team's ideas and to audiences within the Bank. • Works well within the corporate culture and effectively manages the dynamics within the Bank. • Strengthens relationships with others and takes the lead in involving key stakeholders.
Self-Awareness & Personal Development	Level 1	<ul style="list-style-type: none"> • Takes responsibility for implementing his/her own Employee Development Plan. • Is aware of one's talents and strengths and acknowledges one's mistakes and limitations. Uses feedback and constructive criticism as an opportunity for development. • Demonstrates the ability to make reasoned and realistic decisions in his/her role.
	Level 2	<ul style="list-style-type: none"> • Considers short- and long-term career goals and takes appropriate action to develop oneself towards those goals. • Analyzes own performance, including positive experiences and set-backs and actively seeks feedback from others to integrate into personal development efforts. • Considers the implications, alternatives, and consequences of their decisions, actions and behaviour.
	Level 3	<ul style="list-style-type: none"> • Seeks specific development opportunities that would normally take one outside one's comfort zone. • Fully aware of one's strengths and weaknesses and seeks out feedback from multiple sources, particularly from those who might have unique perspectives. • Makes high-impact decisions based on detailed research, consultations with experts, and experiences, and considers the risks of their decisions, actions and behaviour on themselves, their group, and the Bank.
Developing and Coaching Talent	Level 1	<ul style="list-style-type: none"> • Open to receiving feedback and coaching and also providing feedback to others. • Encourages and supports colleagues in fulfilling their goals. • Open to accepting new tasks and challenges.
	Level 2	<ul style="list-style-type: none"> • Provides proactive coaching including timely, specific, and constructive feedback to help employees increase their effectiveness. • Creates an environment that actively supports individual development and provides individuals with opportunities to perform and grow. • Encourages and supports others to accept new tasks and challenges.
	Level 3	<ul style="list-style-type: none"> • Identifies people's strengths and areas for development, helps them build on their strengths, and takes action on poor performers through proactive coaching. • Actively supports individuals in seeking lateral and/or promotional opportunities within the organization. • Effectively and appropriately delegates tasks and challenges that increase development, employee performance and overall team productivity.

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Cross-Cultural Leadership	Level 1	<ul style="list-style-type: none"> Treats others with dignity and respect and shows awareness and sensitivity towards the differences of others. Adapts interaction and/or communication style to meet the needs of others. Identifies opportunities to increase personal effectiveness from others who take a different approach or have a different perspective.
	Level 2	<ul style="list-style-type: none"> Shows flexibility and openness to differing ideas and perspectives, adapts to cultural differences, and effectively interacts with others of different backgrounds and styles. Considers the diversity of their audience and incorporates different perspectives to add value.
	Level 3	<ul style="list-style-type: none"> Leads by example in demonstrating the vision and values that support a diverse and inclusive environment. Encourages team to create value from diversity by actively seeking different perspectives.
Communication	Level 1	<ul style="list-style-type: none"> Structures thoughts and ideas and presents them in an easy to understand way. Listens actively and responds to convey clear understanding of what was communicated. Understands one's role in Scotiabank's core purpose. Shares appropriate information with one's manager and team members.
	Level 2	<ul style="list-style-type: none"> Carefully plans messages that are delivered in a professional manner using clear and concise language. Listens attentively and thoughtfully, paraphrases what others are saying to convey clear understanding of the meaning and intent. Translates team objectives into meaningful goals for self and individuals. Keeps others informed about changes or issues that may affect them.
	Level 3	<ul style="list-style-type: none"> Communicates with confidence and considers the impact of the message on both internal and external stakeholders. Able to listen for and interpret underlying or indirect messages and is adept at confirming understanding. Translates departmental vision into meaningful goals for teams and individuals. Keeps multiple stakeholder groups informed about pertinent information.
Change Leadership	Level 1	<ul style="list-style-type: none"> Embraces change; adapts to new ways of doing things and surfaces concerns appropriately. Demonstrates behaviours that support change.
	Level 2	<ul style="list-style-type: none"> Takes initiative to seek out information to reduce ambiguity for self and team. Identifies creative solutions. Adapts normal procedures to fit a specific situation to get a job done and/or meet goals.
	Level 3	<ul style="list-style-type: none"> Makes change "real" for the team by generating excitement and enthusiasm around clearly articulated new and future opportunities. Demonstrates creativity by championing new and innovative approaches leading to business success. Deals well with ambiguity, taking smart and calculated risks and supporting others who do the same.
Results Focus	Level 1	<ul style="list-style-type: none"> Plans workload to align with individual goals and ensures tasks are completed in a timely manner. Uses available resources effectively to achieve results and meet objectives. Identifies potential barriers and obstacles and contributes to solutions to overcome them.
	Level 2	<ul style="list-style-type: none"> Focuses on laying out clear steps and milestones for projects/initiatives to achieve short- to mid-term results. Identifies and effectively utilizes a variety of resources to meet objectives. Takes short-term actions to anticipate, overcome, and remove obstacles for self and others.
	Level 3	<ul style="list-style-type: none"> Pushes him/herself and team to continuously achieve greater results by setting challenging stretch goals and developing measures for initiatives to achieve mid- to long-term results. Mobilizes people into coordinated and effective action, making timely decisions while exercising good judgment. Responds to barriers by adjusting ineffective strategies and using new approaches.