



Leadership Core Competencies

Leading Self and Others to Superior Performance

What are Leadership Competencies?



A set of skills, knowledge and behaviors needed to effectively perform to the expected standards required at Apollo.

When a competency is demonstrated as a strength the behavior can aide in the optimal performance of a task, project and to the greater good of the organization.

DIFFERENCE BETWEEN

BOSS

- Drives employee
- Depends on authority
- Inspires fear
- Says, "I"
- Places blame for the breakdown
- Knows how it is done
- Uses people
- Takes credit for success
- Gives Commands
- Says, "Go"



VS.

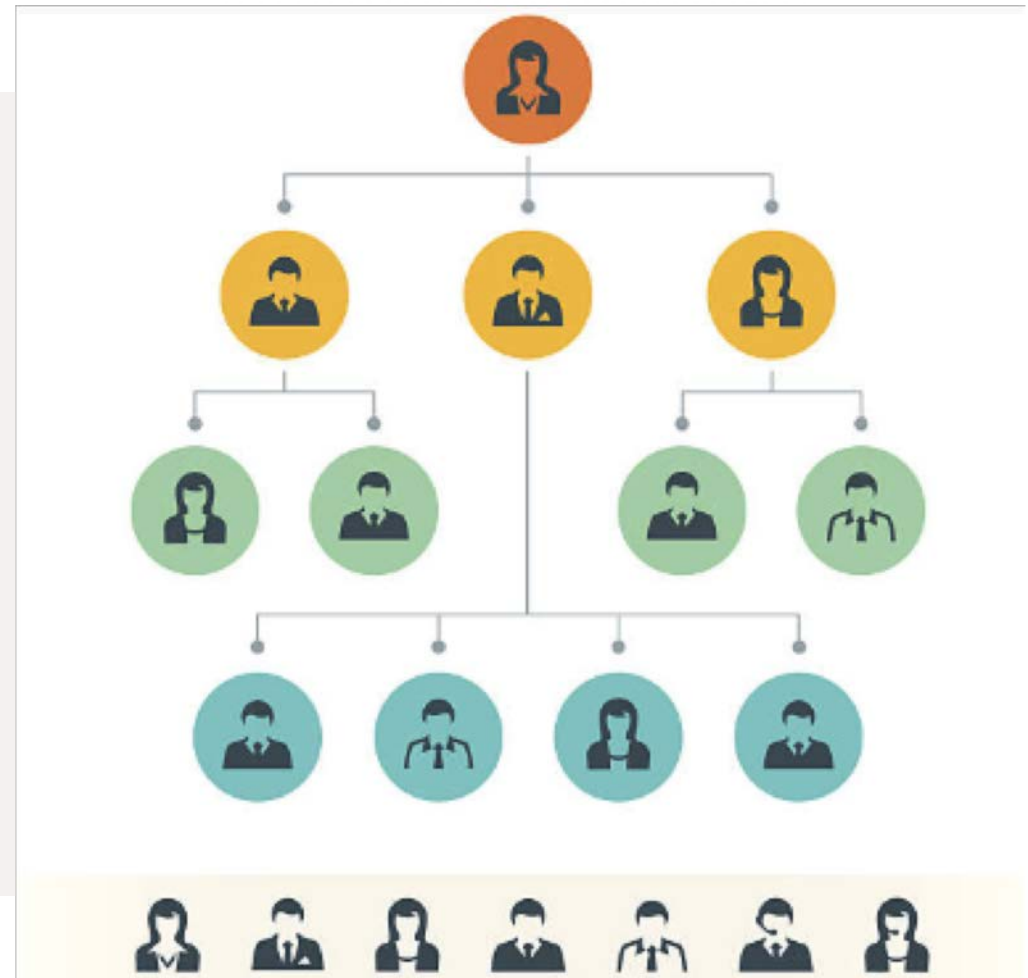
LEADER

- Coaches team
- Generates enthusiasm
- Says, "We"
- Fixes the breakdowns
- Shows how it is done
- Develops people
- Give credit
- Recognizes good performance
- Asks questions
- Says, "Let's go"

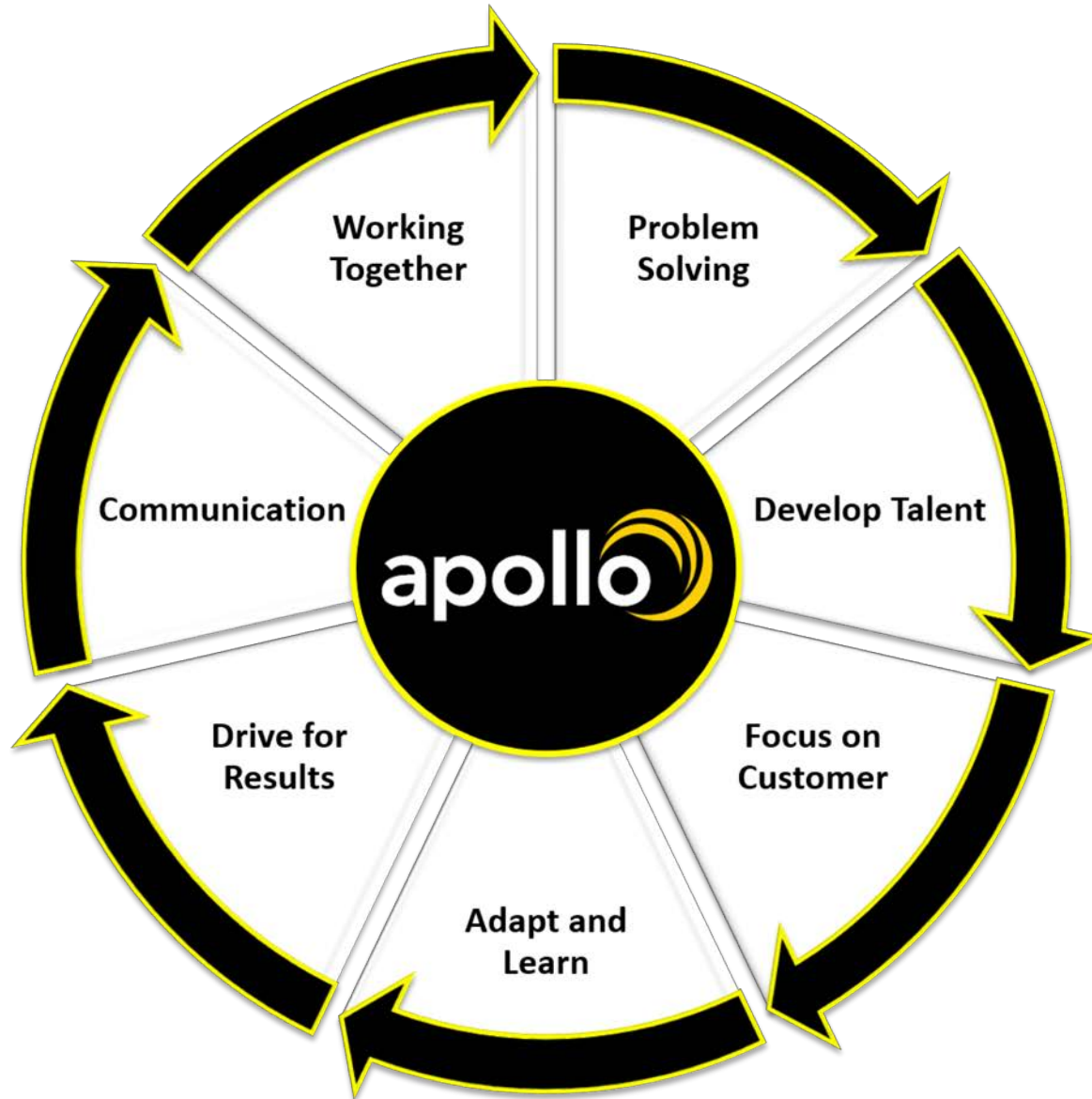


Leadership Levels

- Leader of the Enterprise
- Leader of Business Unit
- Leader of Leaders
- Leader of Others
- Leader of Self

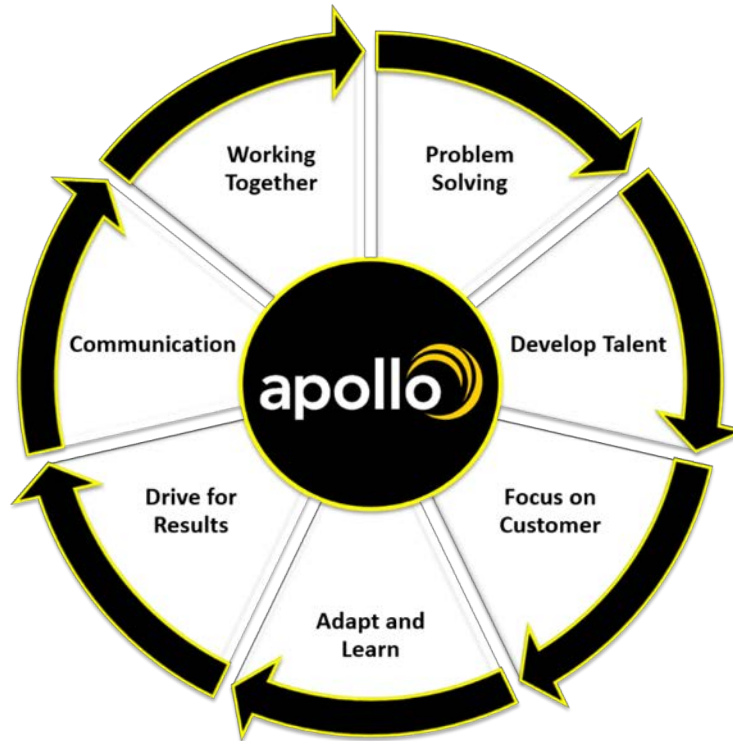


Apollo Leadership Competency Wheel



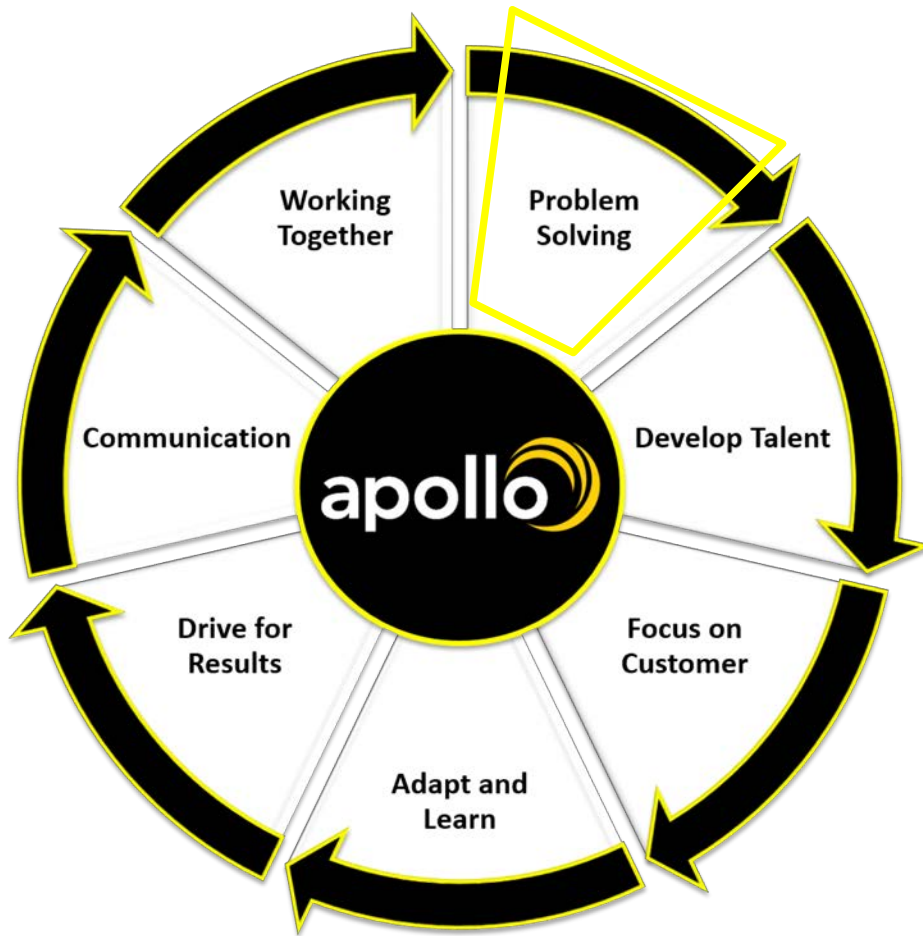
Apollo Leadership Competencies

1. Problem Solving
2. Develop Talent
3. Focus on Customer
4. Adapt and Learn
5. Drive for Results
6. Communication
7. Working Together



- The seven competencies remain the same.
- The competency model aligns with the Apollo Retail Specialist Talent Pipeline.
- There is differentiation in behaviors across the Leadership Levels to show build from one level to the next.

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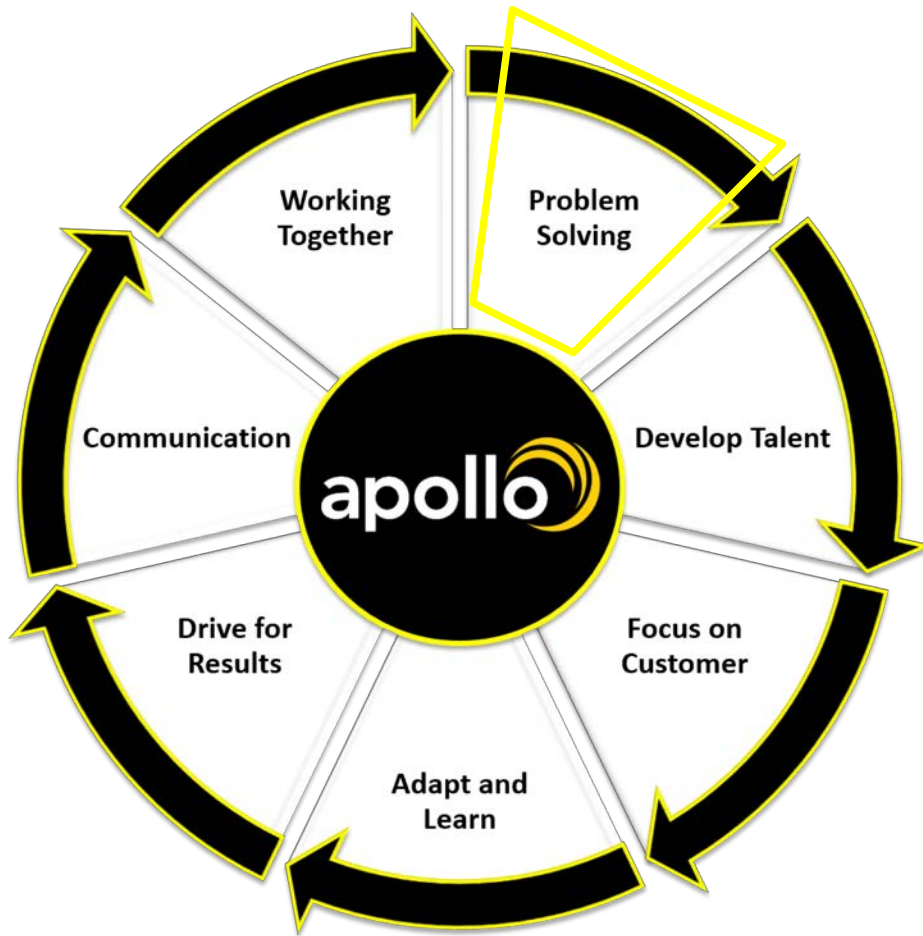


Problem Solving –Use accurate analysis and exercise sound judgement to effectively solve problems.

Leader of Others

- Pursues problems with a sense of urgency.
- Sees trends and root causes, and identifies solutions that best addresses them.
- Uses relevant data to research issues and develop ideas and solutions.
- Accurately analyzes the most critical facts needed to understand problems.
- Ensures that solutions support team goals.
- Makes sound decisions.

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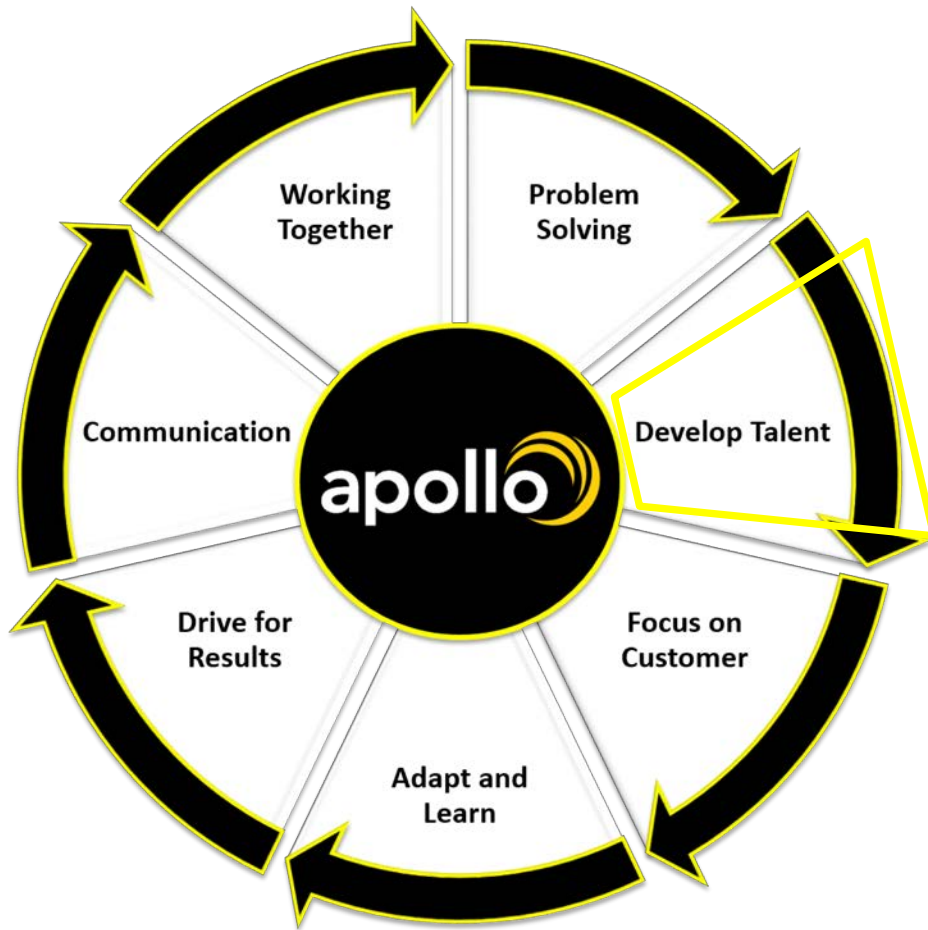


Problem Solving –Use accurate analysis and exercise sound judgement to effectively solve problems.

Leader of Leaders

- Accurately analyzes issues and their patterns, trends, and root causes.
- Considers business and customer implications when developing solutions.
- Displays confidence in solutions does not second guess self.

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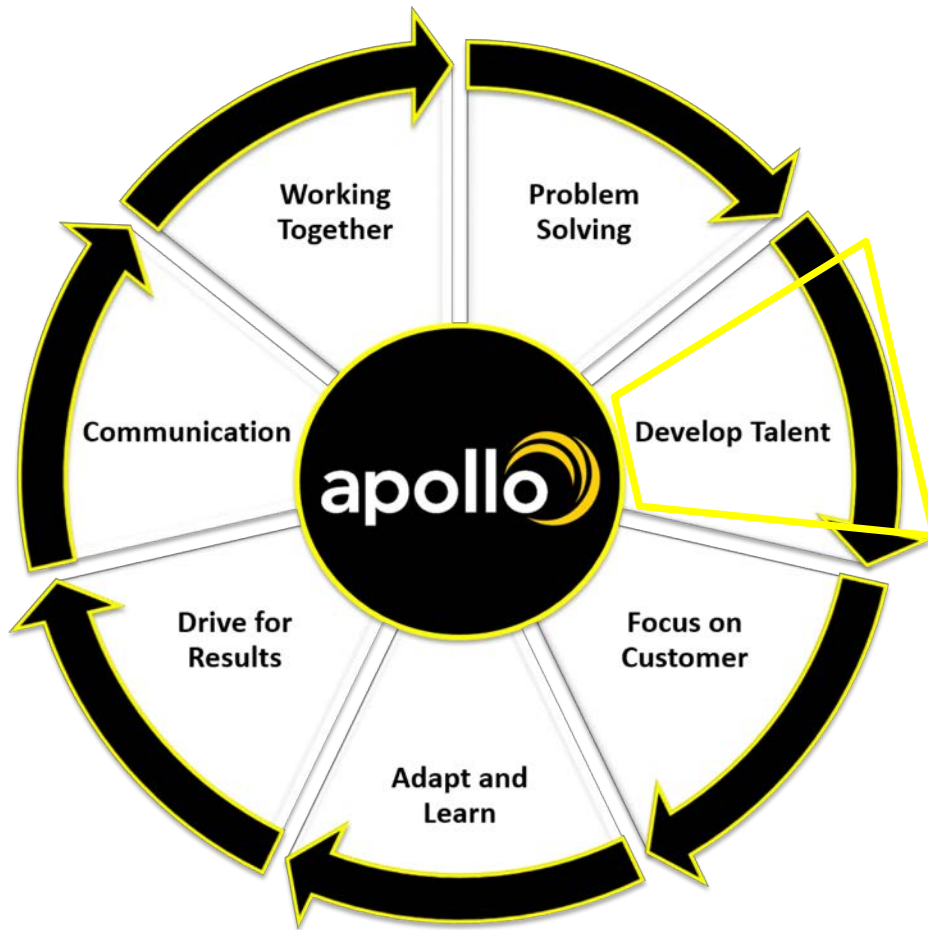


Develop Talent – Ensure and/or contribute to the availability, deployment, and development of the talent needed to meet current and future organization goals.

Leader of Others

- Communicates clear performance expectations.
- Provides regular feedback and guidance to ensure performance expectations are met.
- Coaches individual employees on their performance.
- Initiates career discussions that identify stretch goals and prioritize developmental objectives.
- Acknowledges good performance and effectively address poor performance.

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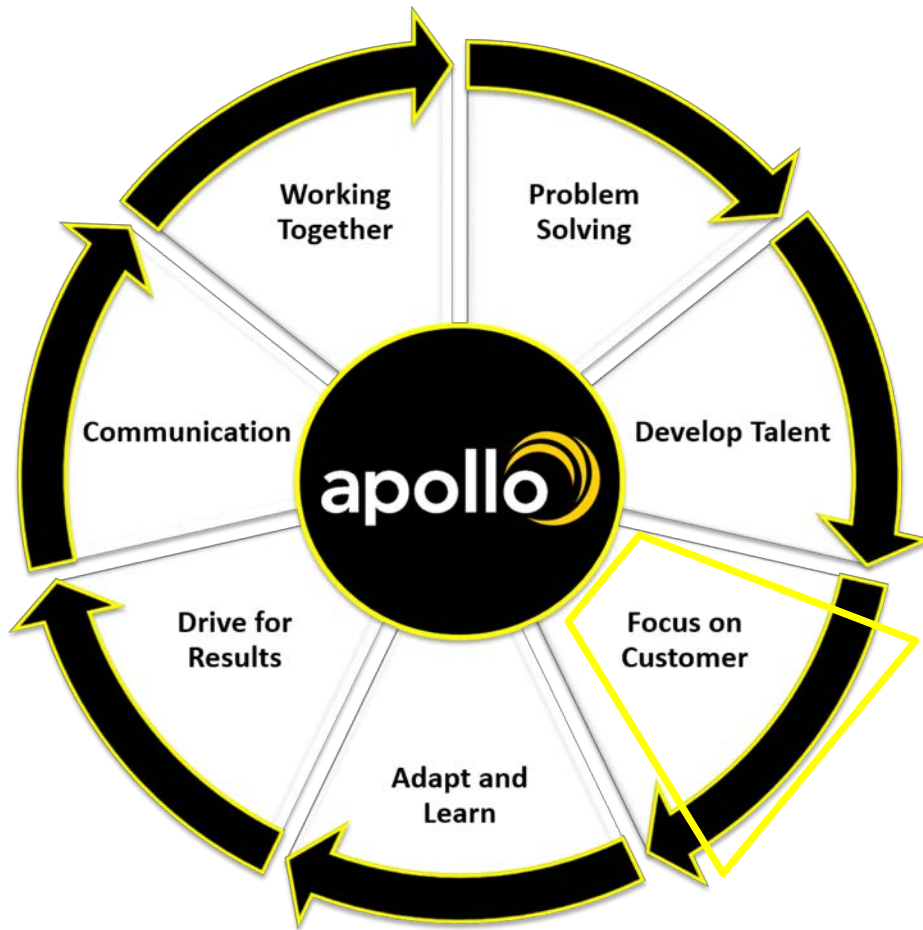
Develop Talent – Ensure and/or contribute to the availability, deployment, and development of the talent needed to meet current and future organization goals.

Leader of Leaders

- Ensures direct reports are setting and communicating clear performance expectations for their team.
- Holds direct reports accountable for their team's development.
- Identifies required capabilities and skill gaps within own team.
- Holds effective conversations with individuals regarding his/her career goals.
- Develops talent to ensure replacement successor.
- Coaches direct reports on talent management issues.
- Promotes the brand and encourages talent to join the Apollo team.



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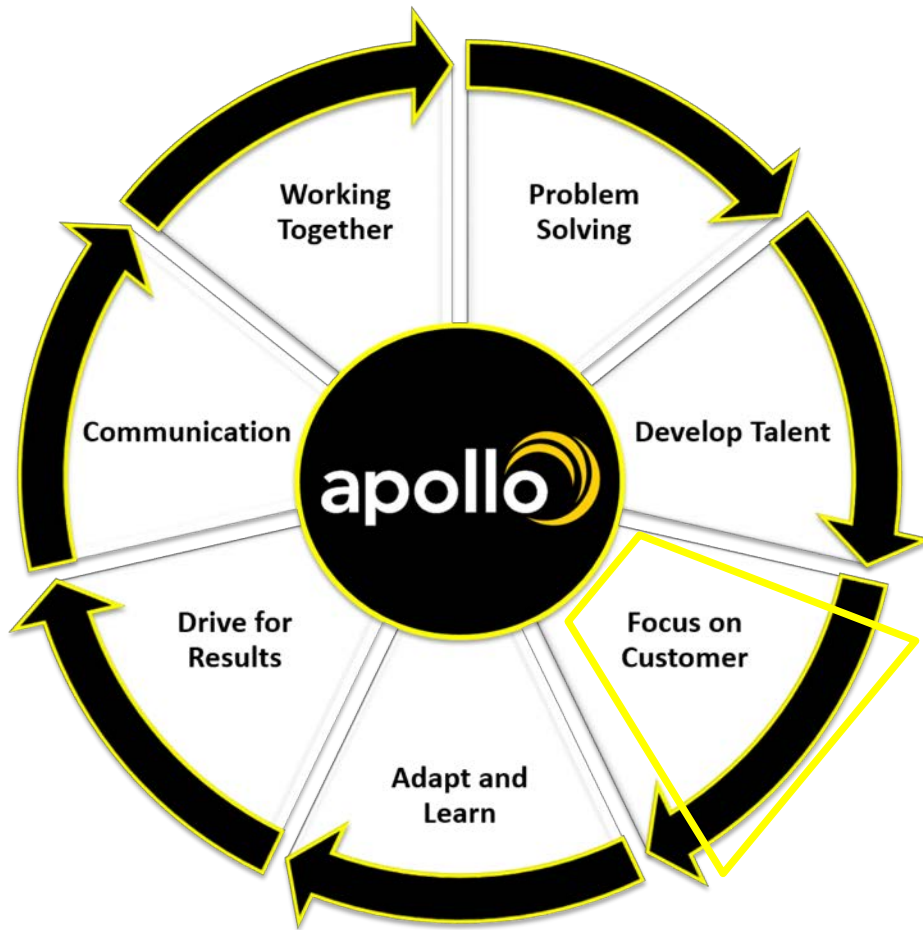


Focus on Customer – Deliver exceptional customer experiences by focusing on customer requirements, providing high-quality service and/or making decisions that keep customer expectations primary.

Leader of Others

- Ensures employees are achieving optimal performance to meet customer's expectations.
- Shares information with the team about customer needs, issues, and satisfaction.
- Follows up to ensure that customer issues are solved in a timely manner.
- Uses customer feedback to identify improvement opportunities.

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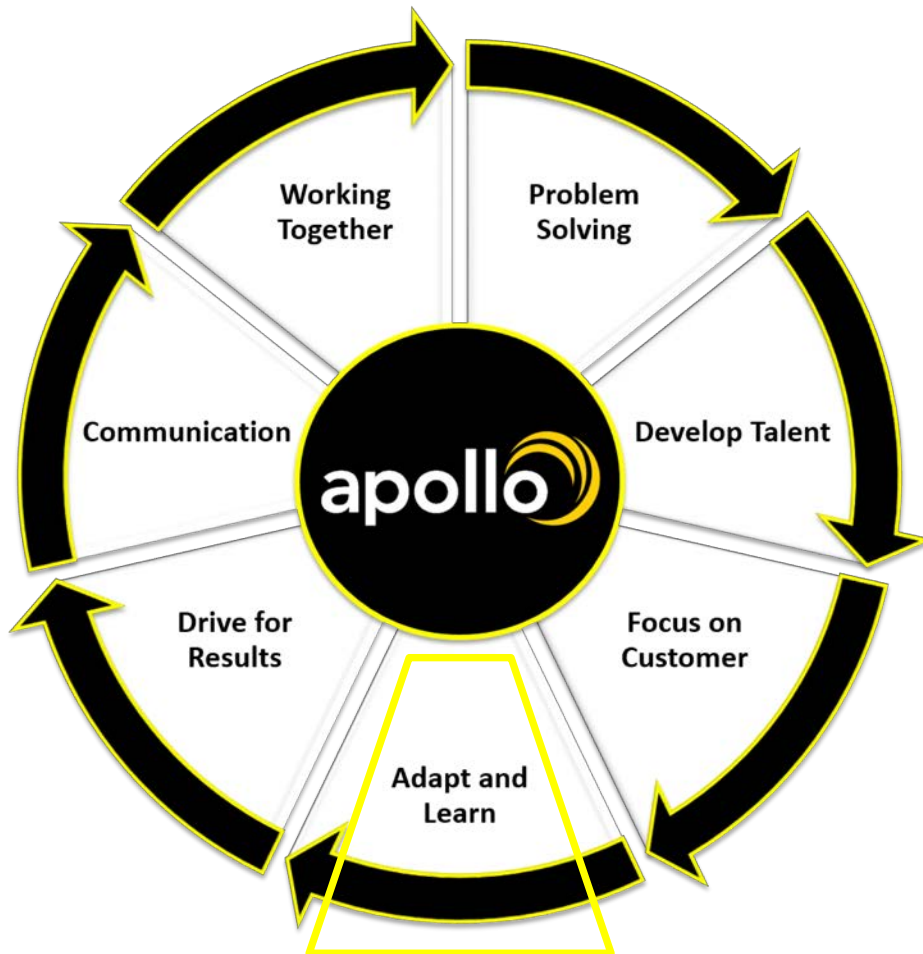


Focus on Customer – Deliver exceptional customer experiences by focusing on customer requirements, providing high-quality service and/or making decisions that keep customer expectations primary.

Leader of Leaders

- Establishes a customer-focused environment where decisions are made with the customer in mind.
- Demonstrates / role models exceptional customer service skills for team.
- Takes action on customer feedback to make improvements.

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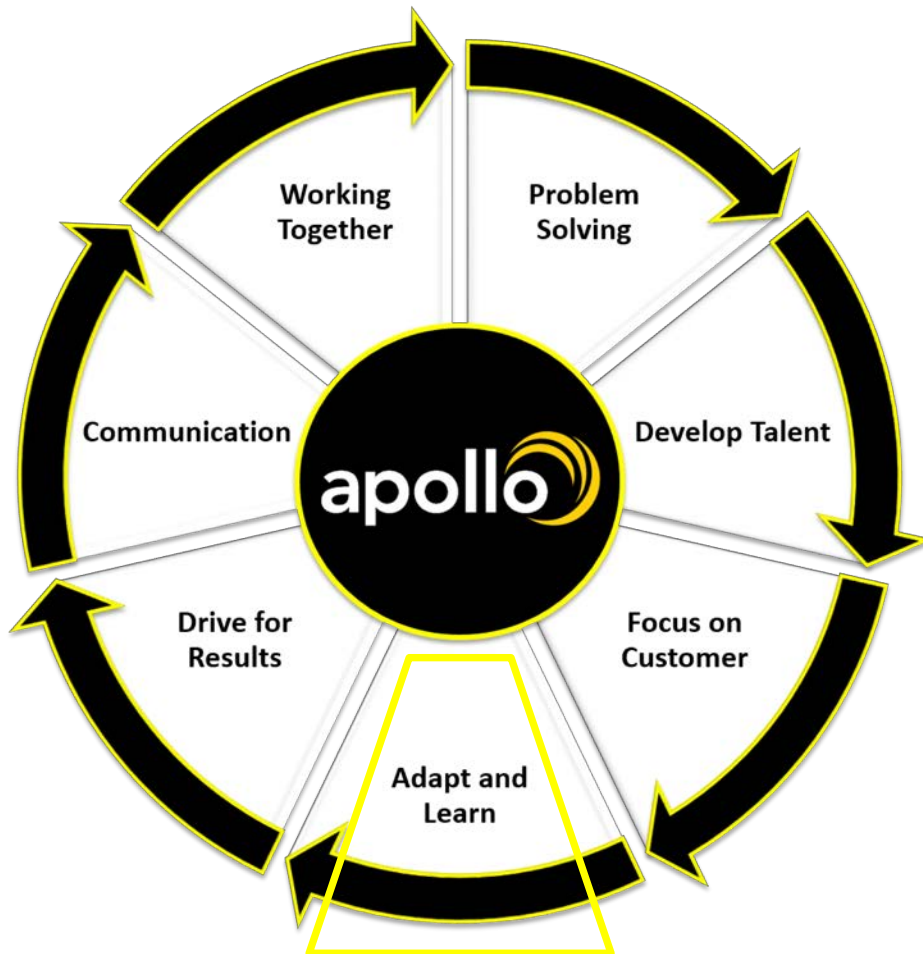


Adapt and Learn- Work effectively in the face of ambiguity, shifting priorities, and rapid change.

Leader of Others

- Speaks about the positive aspects of change, highlighting the benefits in order to motivate others.
- Shows flexibility and resilience in response to change while coaching others to respond effectively to change.
- Demonstrates composure and patience in challenging circumstances.
- Develops self and others skills to effectively handle new challenges and responsibilities.
- Identifies obstacles to effectively respond to change and communicates these upwards.

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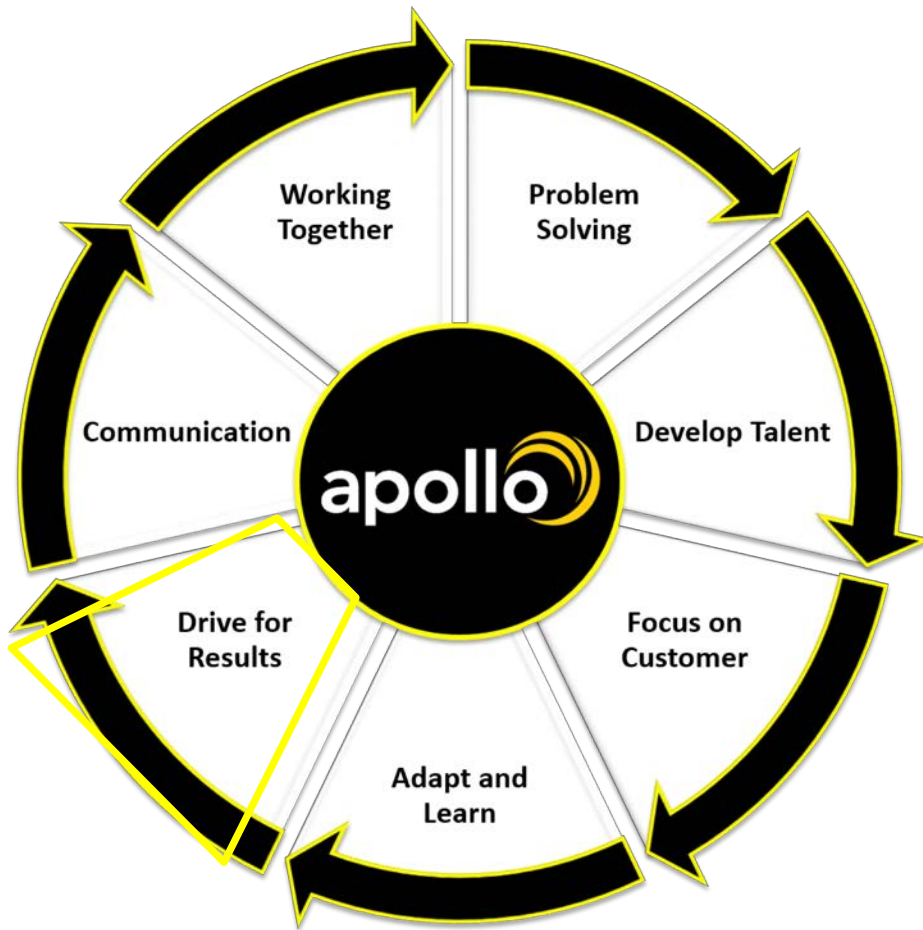


Adapt and Learn- Work effectively in the face of ambiguity, shifting priorities, and rapid change.

Leader of Leaders

- Explains the business reason(s) for a change, educating others as appropriate.
- Supports employees and direct reports as they work through changes.
- Leads by example through works and actions.
- Identifies the team's skill gaps and implements plan to acquires skills.
- Flexes leadership style to fit the situation.
- Encourages others to share suggestions and ideas.

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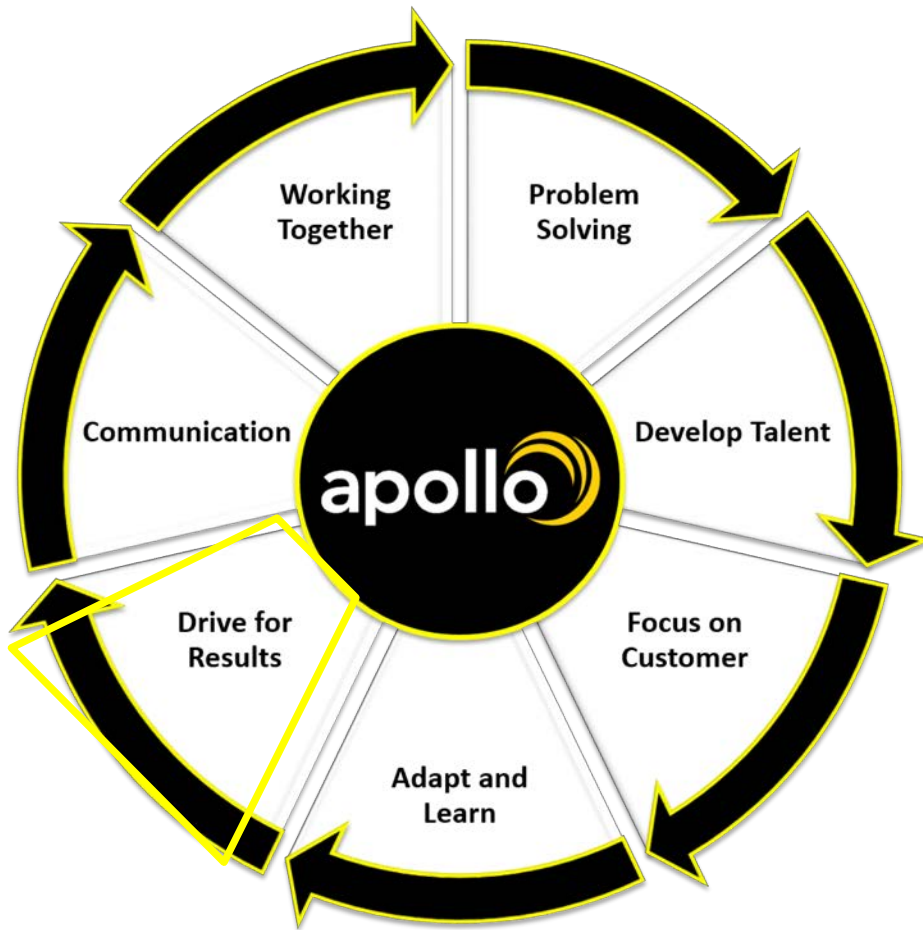


Drive for Results – Achieve quality results by demonstrating urgency, persistence, and flawless execution.

Leader of Others

- Plans and manages own and others time effectively.
- Helps others prioritize their workload.
- Instills a sense of urgency in others to achieve individual and team objectives.
- Holds employees accountable for meeting objectives.
- Delegates tasks and follows up to ensure timely and accurate completion.
- Initiates decisive, timely action to address day-to-day issues.

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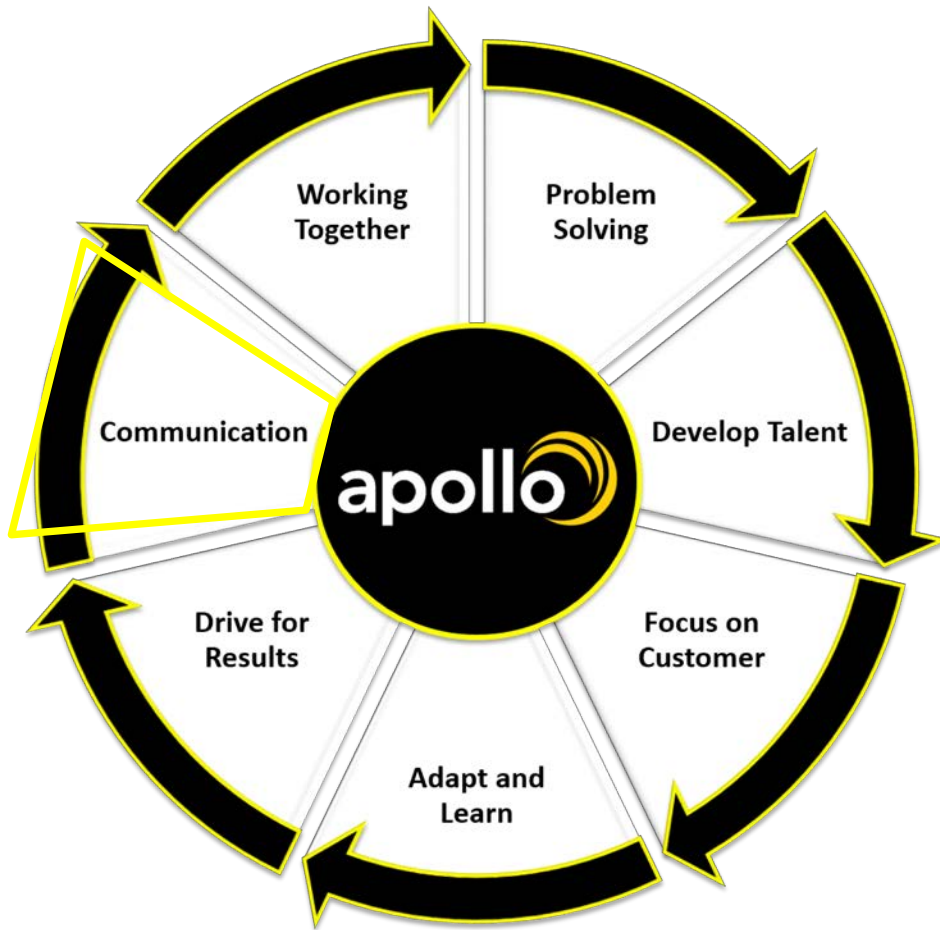


Drive for Results – Achieve quality results by demonstrating urgency, persistence, and flawless execution.

Leader of Leaders

- Communicates clear objectives.
- Sets the expectation that others will act with urgency and decisiveness.
- Takes ownership for achieving team objectives.
- Uses relevant data to monitor the team's progress toward objectives.
- Empowers direct reports to make decisions.
- Addresses obstacles to achieving objectives.

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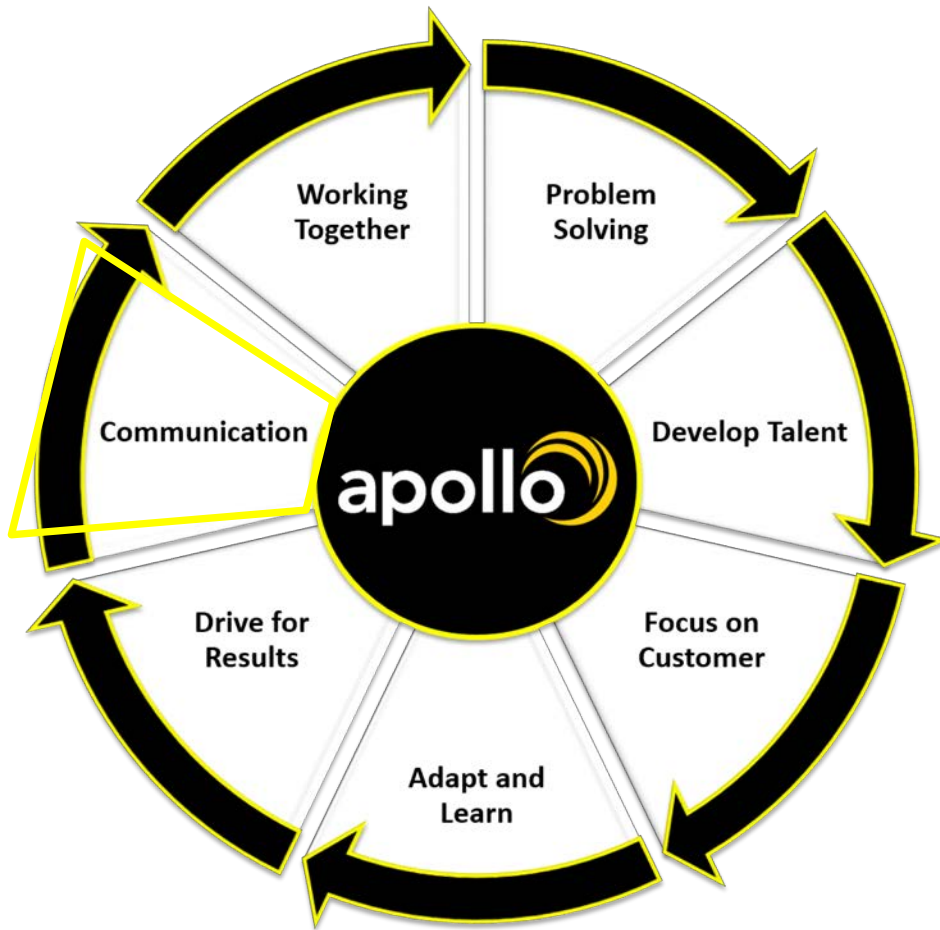


Communication- Clearly express and readily share information both verbally and in writing; actively listen to gain understanding.

Leader of Others

- Creates an environment for honest and open discussion of all issues.
- Responds effectively when challenged.
- Proactively shares timely updates and information.
- Leads organized, action-oriented meetings that facilitate employee participation.
- Presents self professionally when communicating with business leaders and customers.

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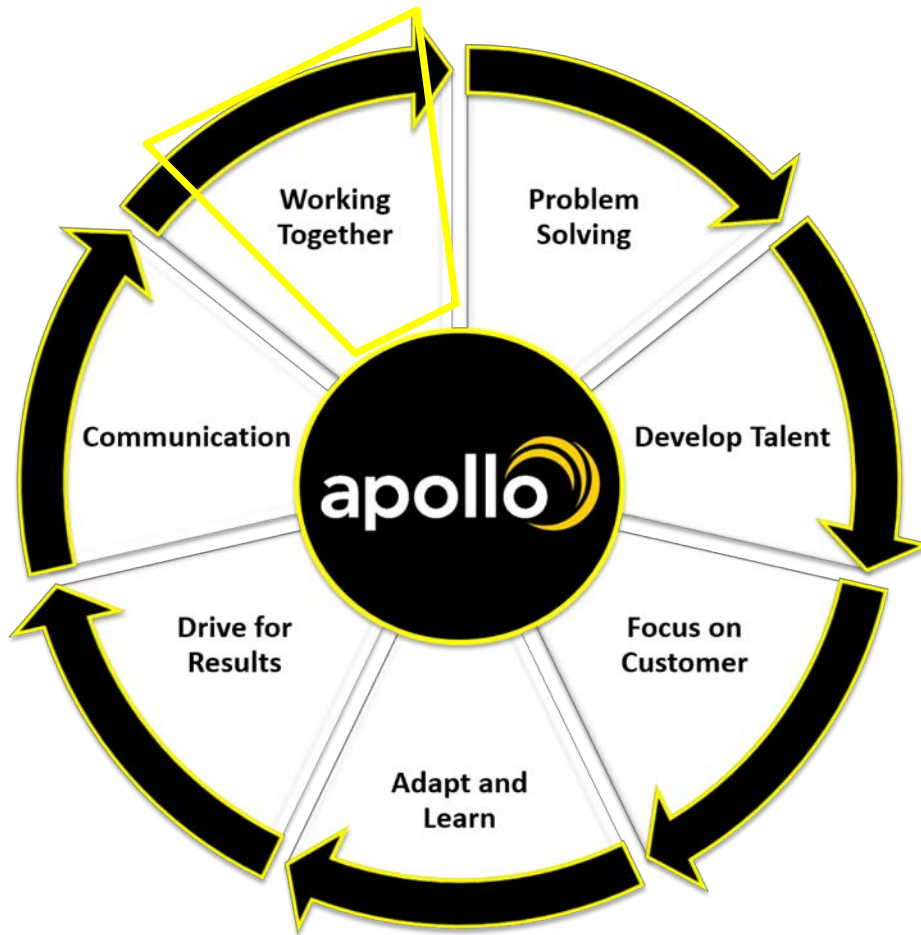


Communication- Clearly express and readily share information both verbally and in writing; actively listen to gain understanding.

Leader of Leaders

- Communicates effectively with a wide variety of audiences.
- Seeks out others' opinions and ideas.
- Gives consistent direction and messages to others.
- Ensures that others receive timely updates and information.
- Delivers team messages that inspire positive action and motivate achievement of objectives.
- Comprehends the nuances of both what is said and how it is said (e.g., tone, non-verbal, cues).
- Prepares and delivers clear, well-organized presentations.

Apollo Leadership Competencies



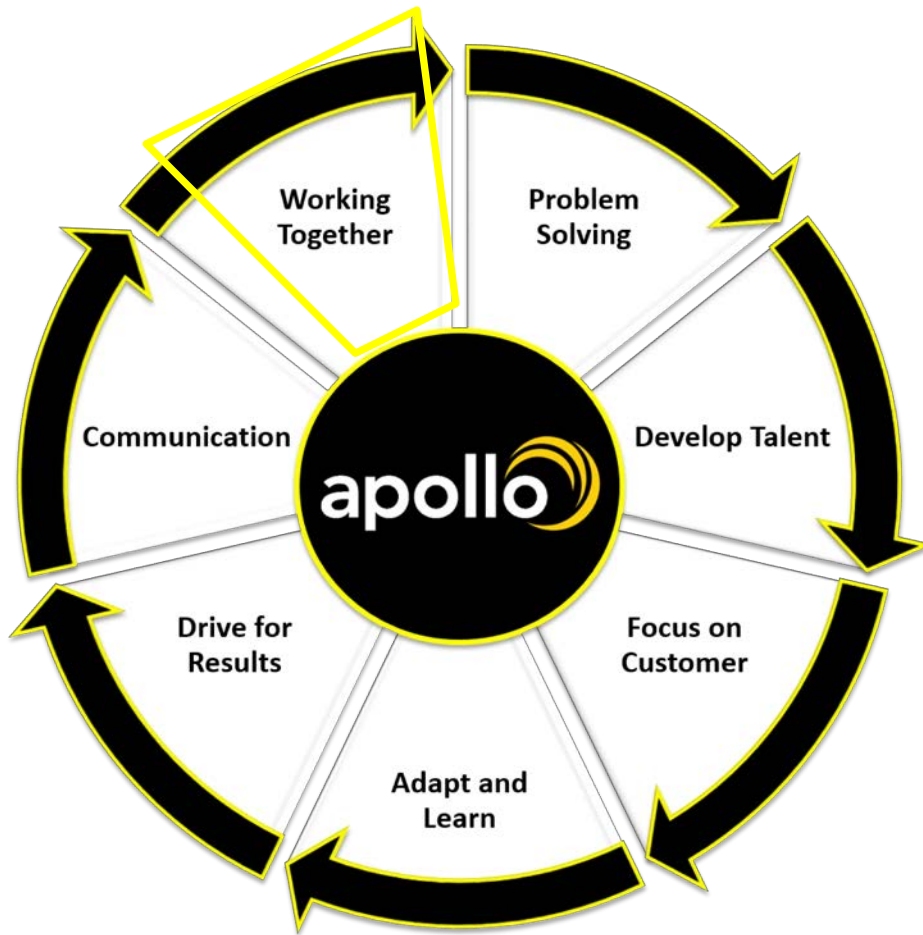
Working Together – Develop and maintain the trust and confidence of others and foster the cross-function collaboration needed to achieve goals.

Leader of Others

- Follows through on individual and team commitments.
- Build partnerships across teams.
- Considers employees strengths when planning and assigning work.
- Helps employees understand how their work has contributed to the company.
- Develops good working relationships with peers, direct reports, and customers.
- Provides sincere praise and recognition for a job well done.



Apollo Leadership Competencies



Working Together – Develop and maintain the trust and confidence of others and foster the cross-function collaboration needed to achieve goals.

Leader of Leaders

- Creates a working environment in which employees from diverse backgrounds can thrive and contribute.
- Proactively addresses situations in which differences are not respected.
- Directly engages employees by soliciting and responding to concerns.
- Inspires trust through consistently fair management practices and compliance to policies and procedures.

Apollo Leadership Competency Leader of Others	Problem Solving	Develop Talent	Focus on Customer	Adapt and Learn	Drive for Results	Communication	Working Together
Definition	Use accurate analysis and exercise sound judgement to effectively solve problems.	Ensure and/or contribute to the availability, deployment, and development of the talent needed to meet current and future organization goals.	Deliver exceptional customer experiences by focusing on customer requirements, providing high-quality service and/or making decisions that keep customer expectations primary.	Work effectively in the face of ambiguity, shifting priorities, and rapid change.	Achieve quality results by demonstrating urgency, persistence, and flawless execution.	Clearly express and readily share information both verbally and in writing; actively listen to gain understanding.	Develop and maintain the trust and confidence o others and foster the cross-function collaboration needed to achieve goals.
Related Behavior	Pursues problems with a sense of urgency. Sees trends and root causes, and identifies solutions that best addresses them. Uses relevant data to research issues and develop ideas and solutions. Accurately analyzes the most critical facts needed to understand problems. Ensures that solutions support team goals. Makes sound decisions.	Communicates clear performance expectations. Provides regular feedback and guidance to ensure performance expectations are met. Coaches employees on their performance. Initiates career discussions that identify stretch goals and prioritize developmental objectives. Acknowledges good performance and effectively address poor performance.	Ensures employees are achieving optimal performance to meet customer's expectations. Shares information with the team about customer needs, issues, and satisfaction. Follows up to ensure that customer issues are solved in a timely manner. Uses customer feedback to identify improvement opportunities.	Speaks about the positive aspects of change, highlighting the benefits in order to motivate others. Shows flexibility and resilience in response to change while coach other to respond effectively to change. Demonstrates composure and patience in challenging circumstances. Develops own and others skills to effectively handle new challenges and responsibilities Identifies obstacles to effectively respond to change and communicates these upwards.	Plans and manages own and others time effectively. Helps others prioritize their workload. Instills a sense of urgency in others to achieve individual and team objectives. Holds employees accountable for meeting objectives. Delegates tasks and follows up to ensure timely and accurate completion. Initiates decisive, timely action to address day-to-day issues.	Creates an environment for honest and open discussion of all issues. Responds effectively when challenged. Proactively shares timely updates and information. Leads organized, action-oriented meetings that facilitate employee participation. Presents self professionally when communicating with business leaders and customers.	Follows through on individual and team commitments. Build partnerships across teams. Considers employees strengths when planning and assigning work. Helps employees understand how their work has contributed to the company. Develops good working relationships with peers, direct report, and customers. Provides sincere praise and recognition for a job well done.

Apollo Leadership Competency Leader of Leaders	Problem Solving	Develop Talent	Focus on Customer	Adapt and Learn	Drive for Results	Communication	Working Together
Definition	Use accurate analysis and exercise sound judgement to effectively solve problems.	Ensure and/or contribute to the availability, deployment, and development of the talent needed to meet current and future organization goals.	Deliver exceptional customer experiences by focusing on customer requirements, providing high-quality service and/or making decisions that keep customer expectations primary.	Work effectively in the face of ambiguity, shifting priorities, and rapid change.	Achieve quality results by demonstrating urgency, persistence, and flawless execution.	Clearly express and readily share information both verbally and in writing; actively listen to gain understanding.	Develop and maintain the trust and confidence o others and foster the cross-function collaboration needed to achieve goals.
Related Behavior	Accurately analyzes issues and their patterns, trends, and root causes. Considers business and Customer implications when developing solutions. Displays confidence in solutions; does not second guess self.	Ensures direct reports are setting and communicating clear performance expectations for their team. Holds direct reports accountable for their team’s development. Identifies required capabilities and skill gaps within own team. Holds effective conversations with individuals regarding his/her career goals. Develops talent to ensure replacement successor. Coaches direct reports on talent management issues. Promotes the brand and encourages talent to join the Apollo team.	Establishes a customer-focused environment where decisions are made with the customer in mind. Demonstrates / role models exceptional customer service skills for team. Takes action on customer feedback to make improvements.	Explains the business reason(s) for a change, educating others as appropriate. Supports employees and direct reports as they work through changes. Leads by example through works and actions. Identifies the team’s skill gaps and implements plan to acquires skills. Flexes leadership style to fit the situation. Encourages others to share suggestions and ideas.	Communicates clear objectives. Sets the expectation that others will act with urgency and decisiveness. Takes ownership for achieving team objectives. Uses relevant data to monitor the team’s progress toward objectives. Empowers direct reports to make decisions. Addresses obstacles to achieving objectives.	Communicates effectively with a wide variety of audiences. Seeks out others’ opinions and ideas. Gives consistent direction and messages to others. Ensures that others receive timely updates and information. Delivers team messages that inspire positive action and motivate achievement of objectives. Comprehends the nuances of both what is said and how it is said (e.g., tone, non-verbal, cues). Prepares and delivers clear, well-organized presentations.	Creates a working environment in which employees from diverse backgrounds can thrive and contribute. Proactively addresses situations in which differences are not respected. Directly engages employees by soliciting and responding to concerns. Inspires trust through consistently fair management practices and compliance to policies and procedures.



**THANK
YOU**



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