



Interdisciplinary Performance Support Team Member (Early Career)

Success Profile

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What is a Success Profile



There are four key factors associated with successful performance in a particular job or job family:

- **Knowledge:** What people know.
- **Experience:** What people have done.
- **Personal Attributes:** Who people are.
- **Competencies:** What people can do.

Competencies are the behaviours related to success or failure in a job. Competencies tell you “**What people can do.**” People who are strong in a given competency demonstrate behaviours that make them more effective in the job. Examples include Decision Making, Business Acumen, and Coaching.

Knowledge includes technical and/or professional information associated with successful performance of job activities. This component illustrates “**What people know**”—for example, knowledge of a strategic planning, marketing strategies, financial management, or proficiency in a foreign language. Knowledge areas also can include understanding of organisational systems, sport, or high performance.

Experience includes educational and work achievements associated with successful performance of job activities. Experience tells you “**What people have done**”. For example:

- Leading a high performing team.
- Being heavily involved with a strategic alliance.
- Implementing a major organisational change.

Personal Attributes tell you “**who people are.**” More specifically, they include personal characteristics such as Authenticity, Personal Growth Orientation, and Courage.



Competencies

“**Core**” competencies identified from the data gathering have been highlighted in **BOLD**.

Personal Attribute Competencies are in *italics*.

Interpersonal Effectiveness	Business Management Skills	Personal Effectiveness
<ul style="list-style-type: none"> • Earning Trust • Building Partnerships • Influencing • Valuing Differences 	<ul style="list-style-type: none"> • Continuous Improvement • Decision Making • Managing Work 	<ul style="list-style-type: none"> • <i>Leveraging Feedback</i> • <i>Work Standards</i> • <i>Stress Tolerance</i> • <i>Adaptability</i> • <i>Continuous Learning</i> • <i>Courage</i>

1 = Less able to be developed	2	3	4	5 = More able to be developed
	<ul style="list-style-type: none"> • <i>Adaptability</i> • <i>Continuous Learning</i> • <i>Courage</i> • <i>Leveraging Feedback</i> • <i>Stress Tolerance</i> • <i>Work Standards</i> 	<ul style="list-style-type: none"> • Decision Making • Valuing Differences • Earning Trust 	<ul style="list-style-type: none"> • Building Partnerships • Influencing • Managing Work • Continuous Improvement 	

Competency Importance Ranking
<ul style="list-style-type: none"> • Decision Making • Earning Trust • <i>Work Standards</i> • Managing Work • Continuous Improvement • Building Partnerships • Valuing Differences • <i>Leveraging Feedback</i> • Influencing

- Ranking data not available for *Stress Tolerance*, *Adaptability*, *Continuous Learning*, and *Courage*



Building Partnerships

Developing and leveraging relationships within and across work groups to achieve results.

Key Actions

- **Seeks opportunities to build relationships**—Proactively builds effective working relationships with those who have the knowledge, experience, resources, or influence to advance work goals.
- **Clarifies shared goals**—Exchanges information about the situation/task to determine mutually beneficial goals and outcomes; identifies issues and concerns; summarises to check understanding.
- **Develops others' and own ideas**—Contributes own ideas and expands on others' ideas.
- **Facilitates agreement**—Gains commitment from partners to support ideas or take action; uses sound rationale to explain value of actions; confirms agreements, next steps (who will do what by when), needed resources and support, and how to track progress.
- **Supports partners**—Offers valuable information, resources, and/or time to accomplish win-win outcomes; places higher priority on group goals than on own goals.
- **Involves others**—Asks others for their opinions and ideas to gain their support when clarifying the situation, developing solutions, exploring needed resources, and committing to action.
- **Maintains and enhances self-esteem**—Shows others that they are valued by acknowledging their specific contributions, successes, and skills.

Continuous Improvement

Originating action to improve existing conditions and processes; identifying improvement opportunities, generating ideas, and implementing solutions.

Key Actions

- **Identifies opportunities**—Reviews processes to determine any gaps between current outputs and expected requirements.
- **Determines causes**—Identifies conditions that contribute to gaps or key variances; explores relationships between conditions and outcomes; distinguishes causes from symptoms and identifies primary causes.
- **Targets improvement ideas**—Generates ideas for solutions; analyses the potential effect or impact of each solution; selects appropriate solutions.
- **Implements improvements**—Tests solutions; gathers feedback on effectiveness; reviews impact on baseline measures; modifies solutions as appropriate to ensure effectiveness.



Decision Making

Identifying and understanding problems and opportunities by gathering, analysing, and interpreting quantitative and qualitative information; choosing the best course of action by establishing clear decision criteria, generating and evaluating alternatives, and making timely decisions; taking action that is consistent with available facts and constraints and optimises probable consequences.

Key Actions

- **Identifies problems and opportunities**—Recognises problems and opportunities and determines whether action is needed.
- **Gathers information**—Recognises the need for and collects information to better understand problems and opportunities.
- **Interprets information**—Integrates information from a variety of sources to detect trends, associations, and cause-effect relationships.
- **Generates alternatives**—Creates relevant options for addressing problems and opportunities that will achieve desired outcomes.
- **Evaluates alternatives and risks**—Assesses options against clear decision criteria while considering implications and consequences.
- **Chooses an effective option**—Selects the most viable option from a set of alternatives.
- **Commits to action**—Implements decisions or initiates action with appropriate urgency.
- **Considers others' perspectives**—Involves others throughout the decision-making process to obtain better information, generate alternatives, and ensure buy-in to the resulting decisions; builds consensus when appropriate.

Earning Trust

Gaining others' confidence by acting with integrity and following through on commitments while disclosing own positions; treating others and their ideas with respect and supporting them in the face of challenges.

Key Actions

- **Acts with integrity**—Demonstrates honesty; keeps commitments made to others; behaves in a consistent manner; keeps sensitive information confidential; adheres to moral, ethical, and professional standards, regulations, and organisational policies.
- **Discloses own positions**—Shares thoughts, feelings, experiences, and rationale so that others understand personal positions and feel comfortable sharing similar information; admits mistakes.
- **Remains open to ideas**—Listens to others and objectively considers their ideas and opinions, even when they conflict with own.
- **Values others**—Gives credit to others for their contributions; stands up for deserving others and their ideas even in the face of resistance or challenge; shows empathy and offers reassurance in response to others' concerns; treats people with dignity, respect, and fairness.



Influencing

Using effective involvement and persuasion strategies to gain acceptance of ideas and commitment to actions that support specific work outcomes.

Key Actions

- **Clarifies the situation**—Uses open-ended questions to explore current issues, identify important decision makers, and understand others' goals, perspectives, and concerns; summarises to ensure mutual understanding.
- **Shares own perspective to build trust**—Emphasises the importance of reaching agreement and the benefits of involving others; discloses own goals, feelings, experiences, and insights at the appropriate time to encourage open discussion and build confidence in one's intentions.
- **Builds a compelling case**—Clearly communicates the benefits of accepting the idea (for the individual, team, and organisation); tailors the persuasion strategy to engage individuals emotionally and rationally; leverages supporting evidence to address anticipated objections; summarises benefits to ensure understanding.
- **Involves others in exploring solutions**—Asks for others' ideas and builds on their ideas to reach a mutually agreeable solution; seeks and respects alternative approaches and conflicting viewpoints to identify points of agreement.
- **Empathises with others' concerns**—Listens carefully when others express positive or negative emotions; identifies the facts and emotions expressed to help others feel understood, overcome resistance, and build relationships.
- **Steers commitment to action**—Gauges the other person's readiness to commit to action; checks for common understanding of next steps, responsibilities, time frames, and tracking methods; offers time, support, and resources.

Managing Work

Effectively managing one's time and resources to ensure that work is completed efficiently.

Key Actions

- **Prioritises**—Identifies more critical and less critical activities and tasks; adjusts priorities when appropriate.
- **Makes preparations**—Ensures that required equipment and/or materials are in appropriate locations so that own and others' work can be done effectively.
- **Schedules**—Effectively allocates own time to complete work; coordinates own and others' schedules to avoid conflicts.
- **Leverages resources**—Takes advantage of available resources (individuals, processes, departments, and tools) to complete work efficiently.
- **Stays focused**—Uses time effectively and prevents irrelevant issues or distractions from interfering with work completion; follows up promptly on action items.



Valuing Differences

Working effectively with individuals of diverse cultures, interpersonal styles, abilities, motivations, or backgrounds; seeks out and uses unique abilities, insights, and ideas from diverse individuals.

Key Actions

- **Seeks understanding**—Establishes relationships with people from other cultures and backgrounds to learn more about them.
- **Conveys respect**—Uses language and behaviour that consistently reflect and enhance the dignity of diverse customers, partners, and employees; takes actions that show consideration for cultural concerns and expectations; continually examines own biases and behaviours to avoid stereotypical responses.
- **Uses diversity as an advantage**—Seeks out and uses ideas, opinions, and insights from diverse sources and individuals.



Experience

- Has experience/exposure to high performance systems and daily training environment; has seen how a team works in an interdisciplinary way
- Demonstrated experience in making sound decisions, exercising judgement, and knowing when to escalate issues
- Demonstrated experience in service provision in a daily training environment
- Experience providing tailored feedback based on audience (e.g. coaches, athletes, peers) needs

Knowledge

- Requires role/organisational specific knowledge and development
- Technical expertise in primary discipline and strong awareness of an array of other disciplines and how to apply in a multidisciplinary team
- Knowledge of best practice, evidence, quality assurance, and current processes and source of information
- Understands how to undertake learning and skill development
- Understand own role's limitations and when to seek additional support



Personal Attributes

Adaptability

Maintaining effectiveness when experiencing major changes in work responsibilities or environment (e.g., people, processes, structure, or culture); adjusting effectively to change by exploring the benefits, trying new approaches, and collaborating with others to make the change successful.

Key Actions

- **Tries to understand changes**—Actively seeks information (from co-workers, leaders, athletes, competition, technologies, and regulations) to understand the rationale and implications for changes.
- **Approaches change with a positive mind-set**—Treats new situations as opportunities for learning or growth; actively seeks to identify and communicate the benefits of changes; collaborates with others to implement changes.
- **Adjusts behaviour**—Quickly modifies daily behaviour and tries new approaches to deal effectively with changes; does not persist with ineffective methods; leverages available resources to ease transition.

Continuous Learning

Actively identifying new areas for learning; regularly creating and taking advantage of learning opportunities; using newly gained knowledge and skill on the job and learning through their application.

Key Actions

- **Targets learning needs**—Seeks and uses feedback and other sources of information to identify appropriate areas for learning.
- **Seeks learning opportunities**—Identifies and participates in appropriate learning activities (e.g., courses, reading, self-study, coaching, experiential learning) that help fulfill learning needs.
- **Maximises learning**—Actively participates in learning activities in a way that makes the most of the learning experience (e.g., takes notes, asks questions, critically analyses information, keeps on-the-job application in mind, does required tasks).
- **Applies knowledge or skill**—Puts new knowledge, understanding, or skill to practical use on the job; furthers learning through practice and ongoing feedback.
- **Takes risks in learning**—Puts self in unfamiliar or uncomfortable situations in order to learn; asks questions at the risk of appearing foolish; takes on challenging or unfamiliar assignments.

Courage

Proactively confronting difficult issues; making valiant choices and taking bold action in the face of opposition or fear.

Key Actions

- **Takes a stand**—Challenges popular values, opinions, and decisions to ensure that actions taken are in the organisation's best interests; diplomatically says what needs to be said, even in the face of pressure or conflict; offers direct and candid feedback.
- **Initiates bold action**—Takes critical action to achieve breakthrough results despite the uncertainty of outcomes; confronts difficult problems early.
- **Takes personal accountability**—Accepts personal risks and/or consequences of failure and persists even in the face of opposition or fear.



Leveraging Feedback

Taking full advantage of opportunities to receive and explore feedback about own performance (from assessments, managers, co-workers, coaches, athletes, or internal/external partners); responding favourably to feedback and using it constructively to take action to improve knowledge, skills, behaviour, and impact on others.

Key Actions

- **Welcomes feedback**—Approaches feedback with an open mind; puts aside reservations and responds favourably when offered feedback; manages own emotional reactions to feedback (e.g., avoids defensiveness); appreciates the opportunity to understand own impact on others and to identify strengths and areas for improvement; reinforces others for sharing feedback.
- **Actively explores feedback**—Listens and carefully considers feedback received and its implications for own behaviour; seeks details before drawing conclusions; asks questions to better understand blind spots (areas where others perceive the person to be less proficient than his or her self-perception); asks for specific examples; seeks coaching from others to check the accuracy of own interpretations drawn from the feedback provided.
- **Modifies behaviour to improve impact**—Considers alternatives and adjusts behaviour based on feedback to enhance impact on others; uses feedback constructively to leverage strengths and to improve knowledge, skills, and behaviours in need of development.

Stress Tolerance

Maintaining stable performance under pressure or opposition (e.g., experiencing time pressure, conflict, or job ambiguity); handling stress in a manner that is acceptable to others and to the organisation.

Key Actions

- **Maintains focus**—Stays focused on work tasks and productively uses time and energy when under stress.
- **Maintains relationships**—Presents a positive disposition and maintains constructive interpersonal relationships when under stress.
- **Copes effectively**—Develops appropriate strategies to prevent or alter conditions that create stress and to sustain physical and mental health.

Work Standards

Setting high standards of performance for self and others; assuming responsibility and accountability for successfully completing assignments or tasks; self-imposing standards of excellence rather than having standards imposed.

Key Actions

- **Sets standards for excellence**—Establishes criteria and/or work procedures to achieve a high level of quality, productivity, or service.
- **Ensures high quality**—Dedicates required time and energy to assignments or tasks to ensure that no aspect of the work is neglected; works to overcome obstacles to completing tasks or assignments.
- **Takes responsibility**—Accepts responsibility for outcomes (positive or negative) of one's work; admits mistakes and refocuses efforts when appropriate.
- **Encourages others to take responsibility**—Provides encouragement and support to others in accepting responsibility; does not accept others' denial of responsibility without questioning.





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