



SKILLS FRAMEWORK ASSESSMENT

Let's get started on your first skills map! Work with your Manager to outline previous experience and identify your current skills and skill levels. Most skills will not be prioritized, and that's OK! This will help identify what skills you can add and further develop.

SKILL LEVEL DEFINITIONS

NOT PRIORITIZED

DEMONSTRATING PROFICIENCY

You consistently practice this skill in an independent way.

MODELING EXPERTISE

You are considered a role model for this skill and are coaching 3–6 peers with the goal to bring them up to at least a proficiency level in that skill.

AMPLIFYING TEAMS

You are regularly amplifying your impact by teaching at least four teams of learners.

LEVATING THE ENTERPRISE

You are amplifying many people's performance (typically a large team(s) or department) through repeatable tools that make this skill significantly easier.

MOTIVES

I'M AT MY BEST AT WORK WHEN: _____

I SEEK PLAY BY: _____

I FIND PURPOSE WITH: _____

I SEE POTENTIAL IN: _____

IF I LEARNED... _____

...I CAN BECOME BETTER AT: _____

DEVELOPMENT

I'D LIKE TO DEVELOP...

SO THAT...

I CAN TEACH OTHERS...

I PLAN TO DO THIS BY...

NOTES

FIRST IMPRESSION

Personifying the Brand	N	D	M	A	E
Understanding Our Customers	N	D	M	A	E
Understanding Our Markets	N	D	M	A	E
Expanding Brand Awareness	N	D	M	A	E
Engaging with Empathy	N	D	M	A	E

BOND AT A DEEPER LEVEL

Gathering Feedback	N	D	M	A	E
Personal Communication	N	D	M	A	E
Mass Communication	N	D	M	A	E
Finding Inspiration	N	D	M	A	E
Discovering Opportunities	N	D	M	A	E

GUIDE TO DISCOVERY

Guiding Exploration	N	D	M	A	E
Assisting Self-Service	N	D	M	A	E
Advocating for Customers	N	D	M	A	E
Providing Localized Value	N	D	M	A	E
Navigating Customer Tools	N	D	M	A	E

CONTINUE CONNECTION

Connecting to Our Customers & Community	N	D	M	A	E
Connecting to Digital, Market & Capital One Trends	N	D	M	A	E
Personal & Professional Reflection	N	D	M	A	E
In-Market Networking	N	D	M	A	E
Internal Networking	N	D	M	A	E

FRANCHISE OWNERSHIP

Manage & Optimize Time	N	D	M	A	E
Manage & Optimize Resources	N	D	M	A	E
Strategic Business Planning	N	D	M	A	E
Well Managed Execution	N	D	M	A	E
Effectively Participate in Coaching	N	D	M	A	E
Drive Continuous Improvement	N	D	M	A	E
Attract Amazing Talent	N	D	M	A	E
Create Team Engagement	N	D	M	A	E
Understand Results & Data	N	D	M	A	E
Being a Strong Local & Corporate Citizen	N	D	M	A	E

LEADERSHIP

Create Purpose Statement for Team	N	D	M	A	E
Build Consensus	N	D	M	A	E
Scope Work	N	D	M	A	E
Design Impactful Roles	N	D	M	A	E
Understand Talent	N	D	M	A	E
Lead the Performance Cycle	N	D	M	A	E
Remove Roadblocks	N	D	M	A	E
Determine Team Adaptive & Tactical Performance	N	D	M	A	E
Create Systems to Analyze Team Performance	N	D	M	A	E
Build Effective Working Relationships Across Differences	N	D	M	A	E



MANAGER ASSESSMENT

When you familiarize yourself with the Skills framework, you help your associates prioritize and pursue mastery of worthwhile skills. Your leadership in this area supports associates' personal and professional growth while also benefiting our customers and Capital One as a whole. It's a win-win-win.

PREP FOR MEETING

DO YOUR HOMEWORK

Reading and discussing Skills and Skill levels with your peers is key:

- Learn the definitions of the skills
- Learning definitions of the levels
- Understanding the differences

UNCOVER SKILLS

What skill sets do your associates bring to their roles?

- Tracking our role-based biases
- Skills from outside of work
- Skills from prior roles and jobs

MAPPING SKILLS

- 1 Skills are observable, teachable, drive our business, and transferable.
- 2 Proficiency requires consistent and independent demonstration.
- 3 Higher Skill Levels take more time to achieve.
- 4 Skills are universal and it's the same bar for everyone.
- 5 Sleep on it – mapping 40 skills is not done in a day.
- 6 You want to start each skill by deciding if the associate is demonstrating proficiency or not. This simplifies the process of mapping your associates.
- 7 Demonstrating proficiency in a skill is a big deal. The decision you have to make is binary. They are either at the bar of the skill level or they are not.
- 8 Skill development is a career long journey and the Skills Levels captures that journey of growth and value for the Customer, the Associates, and our Bank.

DISCOVER MOTIVES

MY EMPLOYEE WORKS BEST WHEN: _____

THEY SEEK PLAY BY: _____

THEY FIND PURPOSE WITH: _____

I SEE POTENTIAL IN: _____

PLAN DEVELOPMENT

I'D LIKE MY EMPLOYEE TO DEVELOP...

I CAN HELP BY...

I CAN MEASURE THEIR SUCCESS BY...

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