



CORE SKILLS

- 1. Cultivating Networks and Partnerships
- 2. Driving Innovation
- 3. Establishing Strategic Direction
- 4. Strategic Influence
- 5. Building Organizational Talent

WHAT GREAT LOOKS LIKE

- › Demonstrated understanding of how other key business functions operate to be able to effectively manage and hold accountable and make decisions
- › Understanding of regulatory and compliance requirements to enable more informed decision making and risk mitigation
- › Strong financial and business analysis ability; including cost controls and issues with influence operating profitability

SELF ASSESSMENT

In your current role:



What is your level of proficiency in this skill?



How frequently do you demonstrate this skill?



How confident are you in your ability to apply this skill?

ON THE JOB DEVELOPMENT EXPERIENCES

- › Lead a multi/cross functional project to completion
- › Experience with and understanding of OEM vs MRO dynamics and markets
- › Complete a functional area rotation or having worked in diverse operational functions

AVAILABLE TRAINING

[Critical Thinking for Better Judgement and Decision Making](#), 57 mins.

[Business Operations: Implementing Strategy for Results](#), 35 mins.

[Business Operations: Strategic Planning](#), 54 mins.

[Purposeful Networking](#), 20 mins.



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WHAT GREAT LOOKS LIKE

- › Demonstrated significant success in LEAN and Operational Excellence implementation with rigorous quality and delivery requirements while managing cost
- › Recognizing the areas that need change and quickly creating new systems and processes to achieve desired results
- › Ability to understand and identify the correct metrics that will drive operational improvement and overall performance
- › Champion for continuous improvement and Operational Excellence culture within the organization by commitment to the importance of the development and implementation of standard work and processes

SELF ASSESSMENT

In your current role:



What is your level of proficiency in this skill?



How frequently do you demonstrate this skill?



How confident are you in your ability to apply this skill?

ON THE JOB DEVELOPMENT EXPERIENCES

- › Identify and generate solutions for overlooked but chronic problems within your unit
- › Apply rapid experimentation to address an identified problem
- › Lead/facilitate multiple Kaizen events
- › Manage a project that focuses on reduction of waste

AVAILABLE TRAINING

[Executing on Innovation: A Process That Scales](#), 49 mins.

[Sparking a Culture of Innovation](#), 10 mins.



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WHAT GREAT LOOKS LIKE

- › Set clear KPIs with owners of those to drive results and act with a relentless sense of urgency to achieve goals with business process and systems to monitor and address variance to plan or deviations
- › Contributes to the formulation and establishment of organizational direction, strategy, and policy at the business unit level in order to design and implement short and long-term business unit strategies in support of enterprise goals
- › Optimizes strategy and approaches to effective Product Life Cycle management, field reliability, customer issues and product/process improvements
- › Demonstrates strong financial and business acumen with the ability to analyze financial performance to optimize margin expansion

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How frequently do you demonstrate this skill?



How confident are you in your ability to apply this skill?

ON THE JOB DEVELOPMENT EXPERIENCES

- › Involvement in development of long-range planning 1+3/AOP (Financial Planning Process)
- › Interact with customers to identify new opportunities and consider new offerings of products and/or services
- › Lead and participate Kaizen events that streamline production, reduce waste, improve productivity
- › Participate in a Product Lifecycle Process (launch, entry into service or services)

AVAILABLE TRAINING

[Business Development: Strategic Planning](#), 54 mins.

[Business Operations: Implementing Strategy for Results](#), 35 mins.

[Six Steps to Strategic Leadership](#), 1 hr.



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WHAT GREAT LOOKS LIKE

- › Building and maintaining strategic customer and supplier relationships at the executive level in alignment with market growth strategies
- › Ability to communicate effectively to multi levels and disciplines within the organization
- › Effectively interfaces and collaborates within the business unit staff, cross-functional teams and other business unit leadership to gain support and involvement of key internal and external constituents

SELF ASSESSMENT

In your current role:



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How frequently do you demonstrate this skill?



How confident are you in your ability to apply this skill?

ON THE JOB DEVELOPMENT EXPERIENCES

- › Effectively communicating to large and diverse audience (AMM or QBR etc.)
- › Dealing with an irate, unhappy, or disappointed customer or supplier
- › Lead a multi/cross functional project to completion

AVAILABLE TRAINING

[Executive Influence](#), 23 mins.

[Advanced Business Development: Communication and Negotiation](#), 45 mins.



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WHAT GREAT LOOKS LIKE

- › Visionary leader who can advance the organization through people and processes to best in class in operations, organization design and talent development and deployment
- › Ability to influence outcomes by creating or shaping communications to the appropriate (internal or external) stakeholders to the effective use of written and verbal presentations
- › High EQ, servant leader who builds credibility through integrity, respect, and building trust by being available, relating, and effectively communicating to all levels throughout the organization
- › Leader that has a track record of strong performance management. Ability to produce talent that is placed in promotional or developmental roles and manage individual performance improvement

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How frequently do you demonstrate this skill?



How confident are you in your ability to apply this skill?

ON THE JOB DEVELOPMENT EXPERIENCES

- › Involvement as a representation of Woodward in the industry (board, society, etc.)
- › Leading identification and development of high potential team members
- › Participation in a performance cycle for a large team. (create and AOP and talent plan)
- › Work as a Value Stream Manager ensuring Safety, Quality, Delivery objectives are met

AVAILABLE TRAINING

[Organizational Thought Leadership](#), 1 hr.