



CORE SKILLS

- 1. Operational Decision Making
- 2. Driving Execution
- 3. Establishing Strategic Direction
- 4. Influencing Others
- 5. Financial Acumen

WHAT GREAT LOOKS LIKE

- › Regularly communicates and reinforces to stakeholders and teams the solution/action needed to achieve results and their role in making it happen
- › Pinpoints and leverages areas for strategic growth, leading to the implementation of innovative solutions that enhance both business performance and operational capabilities
- › Able to analyze data to uncover key insights and identify underlying issues; present clear, data driven, actionable solutions that simplify decision-making for the teams
- › Empowers the team to identify areas for improvement and efficiency

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

- › Engage in creating or revising Standard Operating Procedures and process maps
- › Lead or participate in root cause analysis for production issues
- › Prepare and present performance metrics to stakeholders along with action plans
- › After action review of production crises or emergencies
- › Work directly with customers and suppliers to resolve issues or improve processes

AVAILABLE TRAINING

[Executive Decision-Making](#), 50 mins.

[Ten Habits of Great Decision Makers](#), 40 mins.

[Making Accelerated Decisions](#), 10 mins.



CORE SKILLS

1. Operational Decision Making
2. Driving Execution
3. Establishing Strategic Direction
4. Influencing Others
5. Financial Acumen

WHAT GREAT LOOKS LIKE

- › Effectively translate the strategy into execution plans to achieve desired business operational and profitability results
- › Set expectations and hold the team accountable to develop actionable plans that drive the strategy and lead to continuous improvement in operational efficiency and profitability
- › Effectively planning and executing for the short and long term simultaneously in alignment with strategic objectives of the organization. Executing across 1+3 in alignment with Hoshin
- › Demonstrated ability to lead future product development strategy and execution. Ability to understand the market and industry trends and to make decisions about future product development to benefit Woodward

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 team where delegation is critical to success of the project and establish management practices to ensure delegation is effective
- › Identify and eliminate bottlenecks
- › Conduct analysis of the market and our product portfolio to make recommendations about product investments
- › Be responsible for reporting out on key metrics on the business with recommendation on how to improve the business

AVAILABLE TRAINING

[Operations Strategy for Business](#), 1 hr.[Creating a Culture of Strategy Execution](#), 48 mins.[Coaching for Continuous Improvement](#), 44 mins.



CORE SKILLS

1. Operational Decision Making
2. Driving Execution
3. Establishing Strategic Direction
4. Influencing Others
5. Financial Acumen

WHAT GREAT LOOKS LIKE

- › Create, Communicate, and Execute strategy through an understanding of the market and engineering, finance, sales, and product management
- › The demonstrated ability to balance the short term and the long term while anticipating and solving for the future
- › Master the market - accurately identify and target specific customer groups, aware of market trends and tailor strategies that consistently capture and retain key segments
- › Ability to clearly explain and effectively use financial levers that impact profitability and optimize financial performance

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

- › Participate in Corporate Calendar (MDNA, Tech Days, Strat Plan, Profit Planning)
- › Cross-functional project experience: Eng, Marketing, Finance, Sales, Operations, PM
- › Partner with the finance director to understand and report out on the P&L indicating opportunities for improvement and financial results
- › Champion innovation projects that align with organizational strategic goals
- › Conduct market research and competitive analysis to identify trends, opportunities, threats

AVAILABLE TRAINING

[Creating a Culture of Strategy Execution](#), 48 mins.

[Critical Thinking for More Effective Communication](#), 46 mins.

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



CORE SKILLS

1. Operational Decision Making
2. Driving Execution
3. Establishing Strategic Direction
4. Influencing Others
5. Financial Acumen

WHAT GREAT LOOKS LIKE

- › Galvanize the team with a compelling vision, drive engagement and alignment, and foster a culture of commitment towards achieving strategic goals
- › Translating strategic objectives to actionable items for all team members through to the frontline; connecting their everyday work to the strategic objectives of the business
- › Understand and proactively apply organizational design principles so that organizational structure is optimized to produce strategic results
- › Effectively partner with and influence internal stakeholders and support organizations to gain buy-in and resources needed to drive the business
- › Benchmarks other organizations for best practices, bringing the outside in. Understanding what great looks like at similar, competitor and customer organizations and applying relevant insights

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

- › Gain experience taking on cross-functional roles in different business segments, cycles, levels of business maturity, global
- › Join local association, board, or committee and serve as WW representative
- › Review policies, processes, and procedures and identify the impact on the organizations ability to achieve results
- › Lead a cross-functional team to achieve a common goal with team members who have different perspectives, care abouts, and priorities
- › Identify stakeholders and organizational leaders that are important to achieving the organizations results. Create and execute a plan to establish relationships and regularly communicate

AVAILABLE TRAINING

[Influencing Others](#), 42 mins.

[Executive Influence](#), 23 mins.

[How Leaders Generate Energy and Cultivate Commitment](#), 40 mins.



CORE SKILLS

1. Operational Decision Making
2. Driving Execution
3. Establishing Strategic Direction
4. Influencing Others
5. Financial Acumen

WHAT GREAT LOOKS LIKE

- › Continuously taking stock of organizational priorities and aligning and shifting resources as needed to achieve results
- › Understand the skills that you have today and the skills you need for the future and the gaps. Create and execute a workforce plan to close the gaps
- › Utilizes organizational design principles as a strategic lever to achieve strategic outcomes through organizational efficiencies

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

- › Develop and manage production schedules
- › Analysis of skills you have and what you need and make recommendations to close the gaps
- › Oversee inventory levels and materials management with an eye toward continuous improvement
- › Track and report KPI's
- › Work with suppliers to ensure timely delivery of materials or components

AVAILABLE TRAINING

[Finance Strategies for Business Leaders](#), 55 mins.

[Developing Business Acumen](#), 1 hr.