

DUNS

BUSINESS ADVISORY SERVICES COMPETENCIES

Core Technical

Accountant	Senior Accountant	Manager	Associate	Director
<p><u>Technical and Related Skills</u></p> <ul style="list-style-type: none"> • Knowledge of relevant financial reporting requirements. • Builds strong working knowledge of taxation and statutory requirements. • Actively pursues knowledge of client industry, where contact is ongoing, and reporting environment. • Identifies areas of issue for clients and communicates where possible, as directed by management. • Participates with fresh ideas in improvements to client issues, in conjunction with team/management. • Skillful in technology (e.g. word processing spreadsheeting), understands how it applies to client engagements. • Possesses knowledge of and skills with MYOB Accountants Office. 	<p><u>Technical and Related Skills</u></p> <ul style="list-style-type: none"> • Actively seeks to increase skills. • Assists management in formulating solutions/ improvements. • Seeks to develop areas of expertise of benefit to the firm and clients. • Can analyse financial and commercial data. • Identifies, assists team and often resolves issues for clients. • Demonstrates extensive knowledge in tax, statutory and reporting requirements. • Effectively uses and assists team members in using appropriate technology. • Can skillfully use MYOB Accountants Office. • Uses and assists team members with relevant internal and external knowledge databases to benefit clients and the firm. 	<p><u>Technical and Related Skills</u></p> <ul style="list-style-type: none"> • Provides technical input and support. • Demonstrates application of skills and knowledge. • Demonstrates general understanding of all functions and some expertise in at least one other function area. • Demonstrates high capability in problem definition. • Develops, guides team in and implements effective client solutions. • Actively involved in seminars and relevant professional groups. • Promotes innovation and creates new ideas. • Achieves efficiencies, increases leverage, and determines appropriate technology for client engagement. • Uses and guides others with relevant internal and external knowledge databases to benefit clients and the firm. 	<p><u>Technical and Related Skills</u></p> <ul style="list-style-type: none"> • Provides technical expertise across a variety of functions or exceptional expertise in a single function. • Manages and controls the quality and accuracy with which Duns methodologies and systems are applied. • Manages and controls the quality and accuracy with which relevant technical expertise is applied. • Underpins key clients with strategy and planning. • Works with clients and Director to implement recommendations. • Actively involved in seminars and relevant professional groups. • Possesses appropriate technology skills and actively uses technology in the planning and delivery of client service. • Uses and guides others with relevant internal and external knowledge databases to benefit clients and firm. 	<p><u>Technical and Related Skills</u></p> <ul style="list-style-type: none"> • Provides technical expertise across a variety of functions or exceptional expertise in a single function. • Sets and approves the quality with which Duns methodologies and systems are applied. • Sets and approves the quality and accuracy with which relevant technical expertise is applied. • Underpins key clients with strategy and planning. • Works with clients and team to implement recommendations. • Actively involved in seminars and relevant professional groups. • Possesses appropriate technology skills and actively uses technology in the delivery of client services. • Uses and guides others with the relevant internal and external knowledge databases to benefit clients and firm.

DUNS BUSINESS ADVISORY SERVICES COMPETENCIES

Service Excellence

Accountant	Senior Accountant	Manager	Associate	Director
<p><u>Defining Client Needs</u></p> <ul style="list-style-type: none"> Conveys a genuine interest in and develops an understanding of the client's business and industry Takes ownership of client related tasks and suggests improvements to procedures if applicable. 	<p><u>Defining Client Needs</u></p> <ul style="list-style-type: none"> Listens actively to determine client needs and makes recommendations to Directors on how Duns can meet those needs. Conveys a genuine interest in and an appropriate understanding of the client's business and industry and makes suggestions to management relating to the client engagement. 	<p><u>Defining Client Needs</u></p> <ul style="list-style-type: none"> Listens actively to determine client needs and makes recommendations on how Duns can meet those needs. Conveys a genuine interest in and understanding of the client's business and industry and makes suggestions for improving the business. 	<p><u>Defining Client Needs</u></p> <ul style="list-style-type: none"> Listens actively to determine client needs and clearly communicates information about how Duns can meet those needs. Conveys a genuine interest in and understanding of the client's business and industry and provides both broad and specific information and suggestions for improving the business to clients. 	<p><u>Defining Client Needs</u></p> <ul style="list-style-type: none"> Listens actively to determine client needs and clearly communicates information about how Duns can meet those needs. Conveys a genuine interest in and understanding of the client's business and industry and provides both broad and specific information and suggestions for improving the business.
<p><u>Serving the Client</u></p> <ul style="list-style-type: none"> Meets client needs by understanding and acting on matters requiring urgency, with practicality, and integrity. Balances client needs and demands with guidance from senior team members/ Directors through regular communication 	<p><u>Serving the Client</u></p> <ul style="list-style-type: none"> Meets client needs by acting with a sense of urgency, practicality, and integrity. With direction from engagement leaders, balances client needs and demands with the strategic and operational standards of Duns. Seeks ways to add value to client needs above and beyond the current service relationship. 	<p><u>Serving the Client</u></p> <ul style="list-style-type: none"> Meets client needs by acting with a sense of urgency, practicality, and integrity. In consultation with Directors, balances client's needs and demands with the strategic and operational standards of Duns. Seeks ways to anticipate and address client needs above and beyond the current service relationship. 	<p><u>Serving the Client</u></p> <ul style="list-style-type: none"> Meets client needs by acting with a sense of urgency, practicality, and integrity. Balances client needs and demands with the strategic and operational standards of Duns. Identifies, develops and guides the most appropriate team to provide exceptional services to the client. Anticipates and addresses client needs above and beyond the current service relationship. 	<p><u>Serving the Client</u></p> <ul style="list-style-type: none"> Meets client needs by acting with a sense of urgency, practicality, and integrity. Balances client needs and demands with the strategic and operational standards of Duns. Brings together and directs the most appropriate team to provide exceptional services to the client. Anticipates and addresses client needs above and beyond the current service relationship
<p><u>Retaining the Client</u></p> <ul style="list-style-type: none"> Develops skills in identifying ways to improve the standards of quality for service performance. Ensures that any professional, technical, or client services problem or request is communicated to the appropriate individuals on a timely basis. 	<p><u>Retaining the Client</u></p> <ul style="list-style-type: none"> Assists in obtaining a regular assessment of Duns performance directly from the client, either formally or informally. Follows through on recommendations for performance improvement. Strives to maintain very high standards of quality for service performance and constantly seeks to improve on them. Identifies and assists in the timely resolution of any professional, technical, or client service problems/issues. 	<p><u>Retaining the Client</u></p> <ul style="list-style-type: none"> Participates and guides regular assessment of Duns performance directly from the client, either formally or informally. Follows through on recommendations for performance improvement. Implements very high standards of quality for service performance and constantly strives to improve on them. Guides team in achieving standards. Helps ensure that any professional, technical, or client service problem or request is resolved in a timely manner by the appropriate people and resources. 	<p><u>Retaining the Client</u></p> <ul style="list-style-type: none"> Obtains and guides regular assessment of Duns performance directly from the client, either formally or informally, and shares the information with Directors. Improves ongoing service based on the clients input. Sets very high standards of quality for service performance and constantly strives to improve on them. Guides team in achieving standards. Ensures that any professional, technical, or client service problem or request is resolved in a timely manner by the appropriate people and resources. 	<p><u>Retaining the Client</u></p> <ul style="list-style-type: none"> Obtains and directs assessment of Duns performance directly from the client, either formally or informally, and quickly takes appropriate action. Improves ongoing service based on the clients input. Sets and provides direction in setting very high standards of quality for service performance and constantly strives to improve on them. Ensures that any professional, technical, or client service problem or request is resolved in a timely manner by the appropriate people and resources.

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BUSINESS ADVISORY SERVICES COMPETENCIES

Marketing, Sales and Communications

Accountant	Senior Accountant	Manager	Associate	Director
<p><u>Understanding the Market</u></p> <ul style="list-style-type: none"> Has an appropriate level of understanding of market trends. Demonstrates working knowledge in own field and the Duns products. 	<p><u>Understanding the Market</u></p> <ul style="list-style-type: none"> Has a general working knowledge of market trends. Demonstrates strong knowledge in own field and appropriate knowledge of the Duns products. 	<p><u>Understanding the Market</u></p> <ul style="list-style-type: none"> Demonstrates a sound understanding market trends. Demonstrates thorough knowledge in own field and appropriate knowledge of the Duns products. 	<p><u>Understanding the Market</u></p> <ul style="list-style-type: none"> Demonstrates a thorough knowledge of market trends, including opportunities and competitors, activities, and analyses clients and their needs. Demonstrates thorough knowledge in own field of expertise and a thorough knowledge of the Duns products. 	<p><u>Understanding the Market</u></p> <ul style="list-style-type: none"> Demonstrates a thorough knowledge of market trends, including opportunities and competitors, activities, and analyses clients and their needs. Demonstrates thorough knowledge in own field of expertise and a thorough knowledge of the Duns products.
<p><u>Building the Market</u></p> <ul style="list-style-type: none"> Become aware of market trends and develops understanding of the applicability to clients. Positions the firm in the manner consistent with our image and what makes us stand out from our competitors. Develops an awareness of the sales process and its importance to our business. Builds a professional network and makes potential contacts. Identifies potential sales opportunities as appropriate and communicates these to management. 	<p><u>Building the Market</u></p> <ul style="list-style-type: none"> Has adequate skills to assess the market and seeks to identify opportunities for selling valued services. Positions the firm in the manner consistent with our image and what makes us stand out from our competitors. Understand the importance of the sales aspects of business development. Begins to develop leads through existing relationships and exhibits the ability to make appropriate contacts. Identifies potential sales opportunities as appropriate. 	<p><u>Building the Market</u></p> <ul style="list-style-type: none"> Has adequate skills to assess the market and seeks to identify opportunities for selling valued services, building on firm and office plans. Positions and guides team in positioning the firm in the manner consistent with our image, how we want to be perceived and what makes us stand out from our competitors. Understand the importance of the sales aspects of business development. Takes a professional approach to the sales process. Develops leads through existing relationships and exhibits the ability to make appropriate contacts. Seeks ways to identify and pursue new sales opportunities with new and existing clients. Starting to attract clients. 	<p><u>Building the Market</u></p> <ul style="list-style-type: none"> Takes a well thought out and logical approach to market penetration and selling valued services, building on firm and office plans. Positions and guides team in positioning the firm in the manner consistent with our image, how we want to be perceived and what makes us stand out from our competitors. Emphasizes the importance of the sales aspects of business development. Takes a professional approach to the sales process. Demonstrates a strong commitment to selling. Identifies opportunities to generate leads and exhibits the ability to make appropriate contacts. Finds innovative and flexible ways to identify and pursue new sales opportunities with new and existing clients. Managing small fee base. 	<p><u>Building the Market</u></p> <ul style="list-style-type: none"> Takes a well thought out and logical approach to penetrating the market and selling value-added services, building on firm and office plans. Positions and directs team in positioning the firm in the manner consistent with our image, how we want to be perceived and what makes us stand out from our competitors. Emphasizes the importance of the sales aspects of business development. Takes a professional approach to the sales process. Demonstrates a strong commitment to selling. Focuses strongly on generating leads and shows the ability to make appropriate contacts. Finds innovative and flexible ways to identify and pursue new sales opportunities with new and existing clients. Responsible for substantial fee base.

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BUSINESS ADVISORY SERVICES COMPETENCIES

Marketing, Sales and Communications (cont'd)

Accountant	Senior Accountant	Manager	Associate	Director
<p><u>Making the Sale</u></p> <ul style="list-style-type: none"> • Researches the appropriate information for management as part of the sales process. • Generates Enthusiasm in clients and potential clients about working with Duns. • Can respond to client queries appropriately in terms of selling services. • Recognizes the need for high standards for self and others. • Demonstrates flexibility and exhibits good business sense, persistence and determination. 	<p><u>Making the Sale</u></p> <ul style="list-style-type: none"> • Reviews team research and provides the appropriate information to management as part of the sales process. • Generates enthusiasm in clients and potential clients about working with Duns. • Has the potential to negotiate and persuade with integrity in the sales process and builds skills in this area. • Demonstrates flexibility and exhibits good business sense, persistence and determination. • Understands the need for and strives to maintain high standards for self and others. 	<p><u>Making the Sale</u></p> <ul style="list-style-type: none"> • Communicates effectively to clients and potential clients as part of the sales process and makes sure that they have the information they need to make their sales decision. • Generates enthusiasm in clients and potential clients about working with Duns. • Demonstrates flexible approach to the sales process, emphasizing good business sense, persistence and determination. • Understands the need for and strives to maintain high standards in the sale process for self and others. 	<p><u>Making the Sale</u></p> <ul style="list-style-type: none"> • Communicates effectively to clients and potential clients as part of the sales process and makes sure that they have the information they need to make their sales decision. • Generates enthusiasm in clients and potential clients about working with Duns. • Has the ability to negotiate and persuade with integrity and to adjust selling techniques based on insight obtained from client reactions and feedback. • Demonstrates a practical, concrete and flexible orientation to the sales process, emphasizing good business sense, persistence and determination. • Strives for high standards in the sales process for self and others and works hard to achieve them. 	<p><u>Making the Sale</u></p> <ul style="list-style-type: none"> • Communicates effectively to clients and potential clients as part of the sales process and makes sure that they have the information they need to make their sales decision. • Generates enthusiasm in clients and potential clients about working with Duns. • Has the ability to negotiate and persuade with integrity and to quickly adjust selling techniques based on insight obtained from client reactions and feedback. • Demonstrates a practical, concrete and flexible orientation to the sales process, emphasizing good business sense, persistence and determination. • Sets high standards in the sales process for self and others and works hard to achieve them.

DUNS BUSINESS ADVISORY SERVICES COMPETENCIES

Management Effectiveness

Accountant	Senior Accountant	Manager	Associate	Director
<p><u>Making Decisions</u></p> <ul style="list-style-type: none"> Actively participates in team decision making. Seeks to understand the broader impact of current decisions. 	<p><u>Making Decisions</u></p> <ul style="list-style-type: none"> Actively participates and supports an environment where the team and individual team members actively participate in decision making. Tries to anticipate and seeks to understand the broader impact of current decisions. 	<p><u>Making Decisions</u></p> <ul style="list-style-type: none"> Actively participates, guides and supports an environment where the team and individual team members actively participate in decision making. Anticipates and seeks to understand the broader impact of current decisions. 	<p><u>Making Decisions</u></p> <ul style="list-style-type: none"> Creates and reinforces a climate where the team and individual team members actively participate in decision making. Makes decisions in an effective, timely and professional manner. Anticipates and seeks to understand the broader impact of current decisions. Provides guidance as to reasons for decision. 	<p><u>Making Decisions</u></p> <ul style="list-style-type: none"> Creates a climate where the team and individual team members actively participate in decision making. Makes decisions in effective, timely and professional manner. Provides direction to management in decision making. Anticipates and seeks to understand the broader impact of current decisions. Provides guidance as to reasons for decision.
<p><u>Implementing</u></p> <ul style="list-style-type: none"> Communicates issues clearly and keeps team informed. Works effectively as part of a team to attain goals. Seeks to effectively balance multiple commitments with assistance and actively communicates with management regarding priority matters and any problems with work flows. Begins to develop self management skills with guidance from management. 	<p><u>Implementing</u></p> <ul style="list-style-type: none"> Communicates decisions and performance expectations clearly and keeps team informed. Assists management in actively promoting teamwork to attain goals and providing guidance to individuals. Manages a number of responsibilities in the face of competing priorities and assists management in helping individuals to recognize important issues and priorities. Assists on building skills of individuals through ongoing discussions and exposure to different methods. 	<p><u>Implementing</u></p> <ul style="list-style-type: none"> Communicates decisions and performance expectations clearly and keeps team informed. Actively promotes and guides others in promoting teamwork to attain goals while encouraging individual contributions and managing expectations. Manages a number of responsibilities in the face of competing priorities. Identifies priorities for staff and provides input to issues as they impact the engagement process. Assists on building skills of others by guiding and allowing them to make decisions about their work and to define their own methods of work. 	<p><u>Implementing</u></p> <ul style="list-style-type: none"> Communicates decisions and performance expectations clearly and keeps team members well informed. Actively promotes and guides others in promoting teamwork to attain goals while encouraging individual contributions. Manages a number of responsibilities in the face of competing priorities. Consulting with engagement leader, sets priorities for tasks based on relative importance and urgency. Build skills and capabilities of others in all competency areas by guiding and allowing them to make decisions about their work and to define their own methods of work. 	<p><u>Implementing</u></p> <ul style="list-style-type: none"> Communicates decisions and performance expectations clearly and keeps team members well informed. Actively promotes and provides direction in promoting teamwork to attain goals while encouraging individual contributions. Manages a number of responsibilities in the face of competing priorities. Sets priorities for tasks based on relative importance and urgency. Build skills and capabilities of others in all competency areas by guiding and allowing them to make decisions about their work and to define their own methods of work.

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BUSINESS ADVISORY SERVICES COMPETENCIES

Management Effectiveness (cont'd)

Accountant	Senior Accountant	Manager	Associate	Director
<p><u>Following Through</u></p> <ul style="list-style-type: none"> • Seeks regular feedback and guidance that will assist in his or her development. • Completes tasks in a timely cost-effective way with reference to budgets. 	<p><u>Following Through</u></p> <ul style="list-style-type: none"> • Assists management in delivering timely and direct feedback that contributes to the ongoing development of the team and individual members. • Makes sure that assigned tasks and responsibilities are fulfilled in a timely, cost-effective way with reference to budgets. 	<p><u>Following Through</u></p> <ul style="list-style-type: none"> • Delivers timely and direct feedback that contributes to the ongoing development of the individual team members. • Makes sure and guides others to ensure that assigned tasks and responsibilities are fulfilled in a timely, cost-effective way with reference to budgets. 	<p><u>Following Through</u></p> <ul style="list-style-type: none"> • Delivers timely and direct feedback that contributes to the ongoing development of the individual team members. • Makes sure and guides others to ensure that assigned tasks and responsibilities are fulfilled in a timely, cost-effective way with reference to budgets. 	<p><u>Following Through</u></p> <ul style="list-style-type: none"> • Delivers timely and direct feedback that contributes to the ongoing development of the team and individual members.
<p><u>Managing the Practice</u></p> <ul style="list-style-type: none"> • Fulfils administrative requirements in an accurate, timely manner. • Prepares billings & timesheets according to management directions in an accurate, timely manner. 	<p><u>Managing the Practice</u></p> <ul style="list-style-type: none"> • Identifies opportunities to improve engagement profitability. • Identifies and communicates, in a timely manner, any risk management issues. • Prepares billings & timesheets according to management directions in an accurate, timely manner. 	<p><u>Managing the Practice</u></p> <ul style="list-style-type: none"> • Manages engagement budget and profitability in area of responsibility. • Anticipates and communicates budget issues. • Identifies opportunities to improve engagement profitability. • Prepares billings & timesheets according to management directions in an accurate, timely manner. 	<p><u>Managing the Practice</u></p> <ul style="list-style-type: none"> • Demonstrates efficient overall budget and profitability management (e.g. Realisation, utilization). • Monitors unbilled charges and accounts receivable status (ensuring consistent, timely and effective collection of fees) • Identifies and mitigates business risks associated with projects. • Prepares billings & timesheets according to management directions in an accurate, timely manner. 	<p><u>Managing the Practice</u></p> <ul style="list-style-type: none"> • Demonstrates thorough knowledge of the economics of the firm and profitably manages engagements. • Challenges and enhances engagement profitability management based upon best practice and experience. • Resolves billing and collection issues.

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BUSINESS ADVISORY SERVICES COMPETENCIES

Leadership Effectiveness

Accountant	Senior Accountant	Manager	Associate	Director
<p><u>Creating a Vision</u></p> <ul style="list-style-type: none"> • Researches issues that support the development of creative ideas, under supervision. Explores new approaches as appropriate. • Exhibits flexibility in a fast-changing environment. Embraces change. • Researches issues that may impact decisions, under supervision. Attempts to develop solutions to problems where appropriate by analyzing, thinking ahead and planning. 	<p><u>Creating a Vision</u></p> <ul style="list-style-type: none"> • Generates creative ideas that are strategically sound and shares them with management. Explores new approaches as appropriate. • Exhibits flexibility in a fast-changing environment. Embraces change and assists management in supporting others through change. • Identifies potential impact of decisions. Attempts to solve problems by analyzing, thinking ahead and planning. 	<p><u>Creating a Vision</u></p> <ul style="list-style-type: none"> • Generates creative ideas that are strategically sound and challenges the status quo. Explores new approaches as appropriate and takes reasonable risks. Encourages others to be innovative. • Exhibits flexibility in a fast-changing environment. Embraces change and supports others through change. • Identifies and guides team to understand potential impact of decisions. Takes a long-range, broad approach to problem solving and decision making by analyzing, thinking ahead and planning. 	<p><u>Creating a Vision</u></p> <ul style="list-style-type: none"> • Generates creative ideas that are strategically sound and challenges the status quo. Willing to take reasonable risks and to consider new and untested approaches as appropriate. Encourages others to be innovative. • Operates effectively in a fast-changing environment. Embraces change and support others through change. • Anticipates and guides team to understand the long-term impact of all decisions. Takes a long-range, broad approach to problem solving and decision making by analyzing, thinking ahead and planning. 	<p><u>Creating a Vision</u></p> <ul style="list-style-type: none"> • Generates innovative ideas that are strategically sound and challenges the status quo. Willing to take reasonable risks and to consider new and untested approaches. Encourages and provides others to be innovative. • Operates effectively in a fast-changing environment. Embraces change and support others through change. • Anticipates the long-term impact of all decisions. Takes a long-range, broad approach to problem solving and decision making by analyzing, thinking ahead and planning.
<p><u>Developing Commitment</u></p> <ul style="list-style-type: none"> • Gains respect and commitment by convincing and persuading others, setting good examples with work ethic and encouragement. • Clearly expresses thoughts and ideas, maintains a precise and constant flow of information. • Attracts talented people to Duns. 	<p><u>Developing Commitment</u></p> <ul style="list-style-type: none"> • Assists management in building commitment by convincing and persuading others. • Works actively to assist management in keeping others motivated, committed and involved. • States clearly what is wanted and expected from others, clearly expresses thoughts and ideas and maintains a precise and constant flow of information. • Assists management in identifying high-potential people and assists in their development. Attracts talented people to Duns. 	<p><u>Developing Commitment</u></p> <ul style="list-style-type: none"> • Builds commitment by convincing and persuading others. • Works actively to keep others motivated, committed and involved. • States clearly what is wanted and expected from others, clearly expresses thoughts and ideas and maintains a precise and constant flow of information. • Identifies high-potential people and assists in their development. Attracts talented people to Duns. 	<p><u>Developing Commitment</u></p> <ul style="list-style-type: none"> • Builds commitment by convincing and persuading others. Champions ideas. • Works actively to keep others motivated, committed and involved. • States clearly what is wanted and expected from others, clearly expresses thoughts and ideas and maintains a precise and constant flow of information. • Identifies and develops high-potential people in the organisation. Attracts talented people to Duns. 	<p><u>Developing Commitment</u></p> <ul style="list-style-type: none"> • Builds commitment by convincing and persuading others. Successfully champions ideas. • Works actively to keep others motivated, committed and involved. • States clearly what is wanted and expected from others, clearly expresses thoughts and ideas and maintains a precise and constant flow of information. • Identifies and develops high-potential people in the organisation. Attracts talented people to Duns.

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BUSINESS ADVISORY SERVICES COMPETENCIES

Leadership Effectiveness (cont'd)

Accountant	Senior Accountant	Manager	Associate	Director
<p><u>Achieving Results</u></p> <ul style="list-style-type: none"> • Holds self accountable for ensuring that personal results are achieved, as set by management. • Demonstrates a strong orientation toward achievement; sets high expectations and challenges self to achieve at high levels. • Uses the most appropriate resources of Duns as guided by management. 	<p><u>Achieving Results</u></p> <ul style="list-style-type: none"> • Holds self accountable for ensuring that results are achieved. Is comfortable assisting management in directing the efforts of others to achieve results. • Demonstrates a strong orientation toward achievement; sets high expectations for self and others and clearly communicates them; challenges self and assists others to achieve at high levels. • Uses the most appropriate resources of Duns as guided by management to achieve results in the most effective manner. 	<p><u>Achieving Results</u></p> <ul style="list-style-type: none"> • Uses influence appropriately. Holds self accountable for ensuring that results are achieved. Is comfortable assisting and directing the efforts of others to achieve results. • Demonstrates a strong orientation toward achievement; sets high expectations for self and others and clearly communicates them; challenges self and guides others to achieve at high levels. • Understands the value and uses the appropriate resources of Duns with guidance from senior management and Directors to achieve results in the most efficient and effective manner. 	<p><u>Achieving Results</u></p> <ul style="list-style-type: none"> • Uses power and influence appropriately. Holds self accountable for ensuring that results are achieved. Is comfortable assisting and directing the efforts of others to achieve results. • Demonstrates a strong orientation toward achievement; sets high expectations for self and others and clearly communicates them; challenges self and guides others to achieve at high levels. • Knows and uses the appropriate resources of Duns to achieve results in the most efficient and effective manner. 	<p><u>Achieving Results</u></p> <ul style="list-style-type: none"> • Uses power and influence appropriately. Holds self accountable for ensuring that results are achieved. Is comfortable assisting and directing the efforts of others to achieve results. • Demonstrates a strong orientation toward achievement; sets high expectations for self and others and clearly communicates them; challenges self and guides others to achieve at high levels. • Knows and uses the appropriate resources of Duns to achieve results at the highest level.
<p><u>Team Playing</u></p> <ul style="list-style-type: none"> • Gains insight about the purpose of balancing own needs and objectives to assist others in meeting theirs. • Gains input from others and seeks out ideas and opinions, as appropriate. • Values people. Shows a genuine and active concern for others and their needs. • Contributes consistently and actively to Duns knowledge-sharing networks, as appropriate. • Exhibits a sensitivity to and appreciation for the cultural diversity present in the business environment. 	<p><u>Team Playing</u></p> <ul style="list-style-type: none"> • Understands the purpose of deferring own needs and objectives to assist others in meeting theirs. • Actively seeks out and values the ideas and opinions of others; collects their input as part of the decision-making process. • Values people. Shows a genuine and active concern for others and their needs. • Contributes consistently and actively to Duns knowledge-sharing networks. • Exhibits a sensitivity to and appreciation for the cultural diversity present in the business environment. 	<p><u>Team Playing</u></p> <ul style="list-style-type: none"> • Understands how to appropriately defer own needs and objectives to assist others in meeting theirs. • Actively seeks out, encourages and values the ideas and opinions of others; collects their input as part of the decision-making process. • Values people. Shows a genuine and active concern for others and their needs. • Contributes consistently and actively to Duns knowledge-sharing networks. • Exhibits an understanding and appreciation for the cultural diversity present in the business environment. 	<p><u>Team Playing</u></p> <ul style="list-style-type: none"> • Understands how to appropriately defer own needs and objectives to assist others in meeting theirs. Knows and applies global shared beliefs. • Actively seeks out, encourages and values the ideas and opinions of others; collects their input as part of the decision-making process. • Has respect for others. • Values people. Shows a genuine and active concern for others and their needs. • Contributes consistently and actively to Duns knowledge-sharing networks. • Demonstrates and understanding and appreciation for the cultural diversity present in the business environment. 	<p><u>Team Playing</u></p> <ul style="list-style-type: none"> • Knows when and how to appropriately defer own needs and objectives to assist others in meeting theirs. Knows and applies global shared beliefs. • Actively seeks out, encourages and values the ideas and opinions of others; collects their input as part of the decision-making process. • Commands respect and respectful of others. • Values people. Shows a genuine and active concern for others and their needs. • Unconditional commitment to fellow directors. • Contributes consistently and actively to Duns knowledge-sharing networks. • Demonstrates an understanding and appreciation for the cultural diversity present in the business environment.