

WHY


Red Hat competencies and their behaviors help create a common language of success. When we have a common understanding of our different behaviors, we can have open discussions about how to create success for your career, and support those activities by creating resources to support each behavior.


Competencies are the way **(the how)** associates will accomplish their goals and responsibilities. They will facilitate associate's development, career mobility, performance management, and encourage diversity, equity, inclusion, belonging, and proximity across the organization.

Competencies	Behaviors				
Red Hat Multiplier	Connect	Extend trust	Be transparent	Collaborate	Promote inclusive meritocracy
Strategic	Practice strategic agility	Apply business perspective	Generate a vision	Navigate complex connections	Create context
Influence	Listen	Build relationships	Commit to common goals	Engage in dialogue	
Execution	Take initiative	Prioritize	Focus on results	Embrace change	Persevere
Team advocate	Focus on team	Encourage others	Amplify strengths	Share feedback	Receive feedback
Problem solving	Troubleshoot	Think critically	Apply data	Take appropriate risk	
Customer focus	Adopt customer perspective	Anticipate needs	Go above and beyond	Respect relationships	Resolve issues
Continuous learning	Recognize learning opportunities	Practice	Experiment	Reflect	Share expertise

Competency Framework:

- ✓ Enhances self-awareness
- ✓ Aligns expectations
- ✓ Conveys knowledge, skills, abilities, and observable behaviors
- ✓ Brings us closer
- ✓ Builds trust
- ✓ Creates common language and consistency

 Competencies **creates a culture of open, honest, consistent, and frequent communication** and helps associates identify areas of strengths and areas of focus in terms of performance and development.

 Competencies is a **way to learn more about where you want to focus** on leading your career. Each Red Hat competency is defined by a set of 4-5 behaviors, which are the observable actions that serve as the building blocks of each competency. When performed consistently, these behaviors serve to provide a definition of what "good" looks like for each competency.

 The enterprise competencies and their behaviors are a **key part of our Performance and Development** approach as they provide a common language to discuss how jobs are performed across the organization.

HOW

Start here ► Create your P&D plan

After working with your manager to identify the goals you want to achieve and opportunities you would like to work towards in the Performance tab within your [Workday](#) profile, use the [competency framework](#) to identify two behaviors that are areas of strength and two that are areas for development.

Recognize learning opportunities

- The [competency framework](#) is interactive so you can find details and development resources for each behavior you click on.
- Review the pages for the behaviors you identified above.
- Think about development activities that would be most helpful for you over the next 6-12 months and document the actions you'd like to take.
- These resources are only a starting point, so discuss further with your team, peers, friends, or manager about activities you could complete for your development.

Practice and experiment

- Put your plan in action!
- Practice your new skills at every opportunity.
- Learn through trial and error.
- Get some firsthand experience and don't be afraid to fail.

Reflect

- Set aside time each week (or at some regular cadence) to review your development plan, evaluate your progress, and ask for feedback on how you're doing ([Developmental Feedback](#)).
- Having a quarterly P&D conversation with your manager can help you stay on track.

Share expertise

- Share your newly acquired knowledge and skills with others.
- Consider giving a presentation to your team, or share your experience with a mentee ([Mentoring Program](#)).



Remember to assess your competencies in [Workday](#).

Go to your Workday profile - Performance - Competencies

Your competencies will only be visible to you, your manager, your management chain, and your People Team partner.

Providing this data is voluntary; however, your manager may request that you provide this information to help support ongoing Performance and Development conversations.

Refer to Proficiency Level explanations for better assessment.

Use the [competency calculator](#) to help assess and aggregate self-ratings, if desired.

And, for a visual reference on our [eight Enterprise Competencies with all behaviors and definitions](#) associates can refer to our Competencies' Resources page in The Source.

HOW

Why should I use Proficiency Levels?

For clarity on **what "good" behavior looks like.**



To understand the **different levels of expertise.**

To know what is required **for progression to the next level** (e.g., to be advanced, an associate must display all the behaviors at knowledgeable and experienced levels as well).

To **engage in dialogue** and be able to **commit to common goals.**

Knowledgeable	Experienced	Advanced	Expert
<p>Uses the behaviors to enhance personal work effectiveness.</p> <ul style="list-style-type: none"> Demonstrates an understanding of the concept. Practices consistently across similar situations. 	<p>Uses the behaviors in a way that contributes to the effectiveness of the team.</p> <ul style="list-style-type: none"> Shares understanding with others. Practices across new or unfamiliar situations. 	<p>Uses the behaviors in a way that contributes to the effectiveness of multiple teams or a department.</p> <ul style="list-style-type: none"> Models and teaches to others. Demonstrates depth and breadth of knowledge in applying concept. 	<p>Uses the behaviors in a way that contributes to the effectiveness of the company.</p> <ul style="list-style-type: none"> Builds through programs, processes, and systems. Is recognized as an authority or thought leader in area of expertise.

Each behavior in the Enterprise Competency Model is also defined by specific examples of **overuse and underuse behaviors.**

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Underuse: A behavior that has not been developed to an appropriate proficiency level for a specific role. If so, you might target for additional development.
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Overuse: A strength used excessively becoming a detractor for effective performance causing negative consequences. For example, taking initiative without thinking about risks or repercussions.

Refer to [Competency Source pages](#) for specific overuse and underuse descriptions on each behavior.

WHAT

Competencies are essential to maintain a **healthy culture by:**

- Providing **structure** to the performance and development process.
- Helping associates identify **development opportunities.**
- Enabling **better-informed talent decisions.**
- Enlightening **career mobility opportunities** (based on both associates' preferences and Red Hat needs).
- Leveraging **diversity, equity, inclusion,** and sense of belonging.
- Enabling better **performance management.**
- Providing resources for leaders to **support** associates through a clear framework for **ongoing feedback conversations.**



Example: Identified strengths and areas of focus for Sundra Sample

Identified Strengths: Prioritize and Focus on results

- Assist with (and eventually lead) team prioritization planning activities
- Practice accommodating change more easily to excel at Execution competency; gather feedback from peers and colleagues around specific situations where I could have been more effective at accommodating change
- Network with Project Managers to learn more about typical responsibilities and activities - see if we can create job shadowing opportunity

Identified Areas of Focus: Build relationships and Receive feedback

- Attend Crucial Conversations to learn more about engaging in conversations where multiple opinions may need to be managed
- Leverage Shawn as accountability partner / peer to practice skills from Crucial course
- Commit to using all Reward Zone points to recognize peers, teammates, and project participants