

## Next Generation Agent Competencies

### 1. *Integrity:*

Acts ethically and honestly in all business practices and builds professional relationships by promoting mutual trust. Builds credibility through straight talk and taking personal accountability for actions. Is respected by others and follows through on commitments. Is highly responsible and is a role model for others.

### 2. *Passion:*

Embraces the essence of State Farm. Demonstrates a commitment to the company's mission and values, a strong work ethic, and an internal drive for excellence. Is energetic, optimistic, and invigorates others.

### 3. *Self Awareness:*

Analyzes own behavior and performance results to learn from mistakes and successes. Actively engages in a process of personal change to improve performance. Knows own strengths and shortcomings. Demonstrates humility.

### 4. *Learning:*

Has an affinity for discovering new ideas, experimenting to learn, and acquiring knowledge. Demonstrates an understanding of the technical and professional aspects of the work. Embraces continuous learning and renewal. Seeks internal and external business knowledge beyond current area of responsibility.

### 5. *Leadership Courage*

Demonstrates confidence by making tough decisions, challenging the status quo when appropriate, and taking business and personal risks to achieve business goals and objectives. Is able to communicate bad news and appropriately share it. Has the willingness to state one's beliefs. Admits mistakes.

### 6. *Coaching*

Communicates clear expectations, observes and assesses performance, and provides on-going feedback, coaching, mentoring, and training. Makes the development of others a top priority. Challenges self and others to critically evaluate personal strengths and weaknesses. Finds opportunities to give feedback at the earliest time possible. Tailors feedback and training techniques to the individual style of employees. Provides developmental challenges through the use of appropriate delegation and assignments.

### 7. *Relationship Building*

A good leader values relationships. Develops, cultivates, and maintains a wide network of key internal/external relationships, where trust and respect are shared and advice or support can be sought.

### 8. *Influence*

Gains the support of others and acts as a catalyst causing them to take action or change behavior. Understands and anticipates the reactions of others and develops appropriate responses. Establishes credibility through intellectual honesty.

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### 9. *Teamwork*

Generates commitment through collaboration and energizes people to achieve collective goals. Seeks input that capitalizes on the unique capabilities and contributions of different individuals. Works toward common goals by supporting, encouraging, and sharing information with colleagues. Keeps management and key stakeholders informed and appropriately involved. Celebrates accomplishments.

### 10. *Adaptability*

Is flexible, resilient, and versatile. Initiates and supports change when needed. Alters the approach as the business situation demands. Easily deals with a variety of people, levels, departments, and tasks. Handles multiple tasks and issues simultaneously. Manages change and has a tolerance for ambiguity.

### 11. *Inclusiveness*

Values and encourages diversity of thought and experience. Builds relationships with all team members. Avoids stereotyping and seeks opportunities to learn about others. Is fair and treats others with respect. Draws people in so they feel wanted and a part of the team. Finds the common ground, keeps own opinions in check, and seeks consensus and support. Understands the business case for diversity and contributes towards these goals.

### 12. *Vision*

Sees possibilities and develops insightful and innovative approaches to define and support the company's vision. Builds a visionary bridge from the present to the future. Creates, defines, and clearly communicates a realistic and credible future, and brings about shared enthusiasm and focus. Links vision to goals and objectives, and even in times of ambiguity, enables others to act. Recognizes the impact on the enterprise of issues, plans, and activities.

### 13. *Communication*

Seeks to understand and to be understood. Tests for clarity. Uses communication processes to inform, influence, and motivate others. Develops communication strategies to drive strategic messages. Understands the appropriate method, timing, and audience of messages. Communicates clear expectations and provides ongoing meaningful feedback. Speaks and writes effectively in a variety of circumstances.

### 14. *Customer Focus*

Focuses efforts on discovering and meeting customers' stated or unstated needs and expectations. Plans and responds effectively to meet customer needs in a changing marketplace. Makes and delivers on commitments customers. Understands the causes of customer complaints. Decisions reflect sound judgment and are customer-focused.

### 15. *Initiative*

Takes a proactive approach, seizes opportunities for change, and takes action when appropriate. Recognizes what needs to be done and accomplishes it with minimal supervision. Sees opportunities to take action and advance the success of the team. Acts promptly in resolving issues.

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### 16. *Results Oriented*

Focuses on enhancing results and is accountable for outcomes. Sets high expectations and targets that align with organizational goals. Positively contributes to acceptable financial results. Creates an environment that fosters achievement, encourages others to take ownership, and accepts personal accountability for results. Knows what to measure and how to measure it. Empowers associates and holds them and others accountable for actions and results.

### 17. *Problem Solving*

Anticipates issues and develops solutions. Develops creative and innovative approaches to solve business problems, based on available information and business objectives. Articulates and solicits specific criteria that must be addressed to reach agreement or resolve an issue.

### 18. *Business Acumen*

Identifies information and materials both internally and externally that contribute to the completion of work objectives for optimal impact. Understands and contributes to the organization's business strategy. Knows the goals of the enterprise. Develops knowledge base and understanding of current issues related to department, enterprise, and insurance industry. Manages information well. Stays current with advancements in technology and has the capacity to continuously learn and grow.

### 19. *Entrepreneurial spirit*

Ready and willing to assume the risk of a business venture with State Farm's objectives aligned. Characterized by an internal drive for success. Thrives on profit and desires a connection between success and hard work. Understands the long-term costs and benefits of such an investment. Ability to generate commitment through collaboration and energize people to achieve collective goals.

### 20. *Competitiveness*

Motivated by and works well in competitive situations. Determined by competition for business.

### 21. *Need for recognition*

Thrives on and is motivated by attention for actions that set apart differences in performance.