

VII. Organizational Culture: *Functions effectively within an organizational culture.*

Measurement Criteria and Core Actions		Level One Novice	Level Two Approaching Proficiency	Level Three Proficiency	Level Four Expert/Leader
VII.A. NAVIGATES ORGANIZATIONAL STRUCTURES AND SYSTEMS.	VII.A.-. Fits work performance to the organizational structure	VII.A.1.a. Articulates structure of the organization , e.g., staff roles/responsibilities, footprint, policies and procedures, reward system, guidelines for use of technology.	VII.A.2.a. Functions effectively within the organizational structure , e.g., recognizes extent of decision-making authority, reports as required, asks permission before reducing a price, adheres to regulations regarding use of social media, follows chain of command/hierarchy.	VII.A.3.a. Adjusts one’s performance to conform to the organizational structure , e.g., takes on more responsibility to meet requirements for advancement, complies with new policies, uses technology to benefit the organization.	VII.A.4.a. Influences others to function effectively within organizational structure.
VII.B. EMBODIES ORGANIZATIONAL VALUES.	VII.B.-. Works in a manner that reflects organizational values	VII.A.1.b. Describes organization’s story, vision, mission, values, and goals as they relate to product, customer, and market , e.g., evolution of family-operated business to a franchise, change of product over years, rationale for targeted customer demographic, shares org story with customer.	VII.A.2.b. Practices the values and styles of working and communicating that reflect organizational culture , e.g., “the customer is always right,” delivers high quality product, speaks the “jargon of the job,” treats everyone as a customer, recycles paper, finds a way to say “yes,” practices the preferred method of communication (verbal or written).	VII.A.3.b. Assimilates organizational purpose, story and values in the way one works , e.g., reads books and documents the supervisors read, distinguishes among business cultures.	VII.A.4.b. Personifies organizational culture , e.g., organizational practices are habitual, acts as an ambassador of the organization at external events, represents the company in a positive manner, joins outside organizations.
VII.C. PERFORMS WORK THAT ADVANCES ORGANIZATIONAL GROWTH AND SUCCESS.	VII.C.-. Contributes to organizational success	VII.A.1.c. Articulates how one’s work contributes to organizational growth and success , e.g., takes ownership for company success, describes organizational quality standards.	VII.A.2.c. Aligns work activities with organizational growth targets and success factors , e.g., assesses how contributions lead to organizational success, ensures that work meets organizational quality standards.	VII.A.3.c. Produces work that contributes to organizational growth and success , e.g., brings in projects/customers, improves workflow processes, scopes out the competition, documents contributions, creates competitive edge in the marketplace.	VII.A.4.c. Generates work that creates opportunities for organizational growth , e.g., assesses impact of competition, projects budgets, contributes to the business plan.