

VALUES & BEHAVIORS MATRIX

		BE BRAVE	BE AUTHENTIC	EXCEL	TRUST	OWN IT					
		COMMUNICATE WITH INTENTION	BE RESILIENT	BE AWARE	PROMOTE DIVERSITY	FOCUS	GROW YOUR MASTERY	BE COLLABORATIVE	EMPOWER	BE ACCOUNTABLE	LISTEN TO THE CUSTOMER
	BE BRAVE	Communicate with purpose. Be clear and concise. Stand for what you believe in without fear, nor the need to blame others. Use active listening to establish rapport and adjust the message to the audience by using tact and diplomacy. Understand the impact of your communication with others.	Cope with unforeseen events, step out of your comfort zone and bounce back from adversity. Self regulate, ask for help, keep an optimistic mindset and expand mental agility.	Be conscious of how others perceive you. Drive your actions according to DC values, understanding the impact of your behavior and caring about how others observe your contribution.	Value people, diversity, cultural heritage and individuality. Promote this attitude in others by taking them and their approaches into consideration when making decisions. Show appreciation for each contribution.	Identify the right problems and the path to solve them. Isolate root causes before you set priorities. Prioritize effectively and choose the most effective way forward. Define the key results to achieve the objectives that will lead you to maximum results.	Continuously expand your skill set in response to the constant changing environment. Ask for guidance when something is not clear. Learn by doing and explore alternative ways of practicing and applying the acquired knowledge.	Willingly cooperate towards solutions that benefit all parties involved and ultimately the Company. Engage with others to accomplish Company objectives by putting what is best for the Company before one's or the Team's own interests or ego, promoting alignment. Do not blame others or the Company but rather focus on finding a solution in a constructive way.	Be confident in your own and your team's capability to overcome challenges. Avoid micro-managing and instead stay tuned to support whenever it is asked. Delegate, promote team reliability, autonomy and learning opportunities. Expose people to new challenges and knowledge. Ensure constructive feedback and address performance problems and issues promptly. Assume mistakes are part of the learning and development process.	Take a personal stance to rise above and demonstrate the ownership necessary for achieving results. Don't play victimization games. Remain optimistic, energize others and create a sense of direction and purpose. See own solutions, surpass obstacles and track progress.	Focus on ensuring a positive experience at every point of interaction with each and every stakeholder, either external or internal. Ensure the real needs of the different stakeholders are understood and drive all efforts to deliver the most suitable solutions.
	ENTRY	You speak your mind, share your ideas and points of view without fear of judgment. You proactively seek information and integrate what is shared.	You show readiness to step out of your comfort zone. You show flexibility to adapt to new circumstances.	You are conscious of your own emotions, behaviors and self impact, but also of others' perception of your behaviors.	You value individuality, diversity and cultural heritage in every interaction. You treat everyone in a respectful manner.	You ask for direction on wider goals, objectives and key results. You are aware of your responsibilities and critical outcomes to be achieved in the scope of your role.	You grow your knowledge base by learning from your DC co-fellows and by understanding DC's glossary, working methodologies and best practices. You research and explore trustful resources that help you grow.	You display a cooperative attitude towards your own and team tasks by proactively asking for help.	You acknowledge strengths and improvement points on the search for continuous development. You seek ongoing feedback and make the most of it to deliver results.	You take responsibility for your work, you engage with activities and contribute and commit to agreed deliverables. If you don't have the knowledge, you will not rest until you find it.	You seek to understand all stakeholders needs and motivations.
	DEVELOPING Developing Upper Developing	You participate in group discussions and contribute actively with factual information and perspectives, in order to arrive to new conclusions that have an impact in your work.	You are able to self-regulate and adjust to change with energy. You fail fast and learn faster. You are able to redefine priorities and identify resources to successfully refocus your attention and performance to desired results.	You understand and integrate DC values in your own behavior pattern as a way to drive Company's success.	You value individuality, diversity and cultural heritage on every interaction. You treat everyone in a respectful manner.	You are clear about the objectives and key results to be pursued within your role. When facing a problem, you dig in to explore the best possible solutions. You complete assignments on time and update others whenever a delay occurs.	You show willpower to grow your skills. You are aware of the latest trends within your field and keep developing critical thinking. You try new approaches when handling your job responsibilities.	You seek others' ideas to generate plans, drive action and solve problems. You offer support to peers without waiting to be asked and you contribute diligently towards positive outcomes.	You seek self-improvement and stay ready to grow your skill set and contribution to the Team and Company's goals. You demonstrate flexibility to integrate feedback and you continuously build autonomy.	You are reliable, proactively following through on tasks and commitments and asking for support when needed. You take responsibility for the outcomes of your work and see opportunities beyond the limits of your role.	You gain deeper understanding on each customer and stakeholder context, expectations and underlying needs, to contribute to effectively desired solutions.
	SENIOR Senior Senior w/ People Management Upper Senior	You raise reasoned points of view to increase visibility on issues and create alignment between different parts. You deliver impactful messages that drive action and commitment.	You respond positively to challenging circumstances and bounce back from setbacks in an autonomous way. You face adversity as an opportunity to integrate and expand new solutions and improvements.	You integrate DC Values into daily interactions, projects and day-to-day role. You nurture self and others understanding of the Values and how they can impact our collective results.	You proactively bring diversity to team discussions by taking others contributions into consideration when taking part in team discussions and decisions.	You track and adjust your own objectives and key results. You keep iterating until you find the optimal solution to a problem. You are able to prioritize effectively to achieve maximum results. You avoid negative impact on others contributions and schedules.	You persistently challenge the status quo to identify areas for improvement. You seek for knowledge and for top trends on your area of expertise. You keep refining your learning paths and contribute for the Team wider learning process.	You are always ready to put your expertise at service of others, towards finding solutions to highly complex issues, generally benefiting all parties involved in line with Company objectives.	You step out of your comfort zone and invite others to do the same. You stay focused on learning from others and you motivate them to grow in their autonomy.	Following the Team's direction, you are autonomous on the initiatives that fall under your scope ensuring you and your Team are on the right track. You concentrate resources, efforts and self-energy to get things done according to the objective.	You are responsive to customers' priorities and situations, making balanced efforts with the team to quickly address their questions and concerns.
	PRO & EXPERT Pro Upper Pro Expert	You are a sound board of technical vision and strategy in all communication opportunities. You practice active listening and help translate others points of view into meaningful information to positively influence business decisions.	You navigate adversity at ease, keeping an optimistic and mentally agile mindset. You influence others to face challenges as opportunities to bring improvement and positive disruption of status quo.	You embody DC values in a consistent way. You demonstrate self-awareness and empathy towards work and perspectives being developed cross-departments.	You drive inclusive behaviors and expose lack of alignment with this value. You assist in problem solving so that all Team Members can be included in work processes, regardless of their individual characteristics.	You master priority management, never losing sight of results and the bigger picture. When facing problems you persevere and explore several possible solutions until you find the root cause. You influence others to do the same.	You share your expertise with others, guiding them on their development path. You are open to new and fresh knowledge. You find opportunities of learning outside of your expertise area without losing focus.	You actively build relationships and networks with others across and beyond your organization, working constructively around a common purpose, despite differences in interests, perspectives and needs. You always have the Company's ultimate goals in sight.	You share your expertise with others to promote ownership and autonomy in embracing more challenges as a way to grow and succeed in a fast-paced environment. You consider and appreciate others' perspectives and inputs trying to integrate them whenever possible.	You are proud of supporting others to see problems from different angles, and you don't rest until seeing things through to completion. You handle and share accurate and complete information, best practices and working methodologies to maximize performance and overcome obstacles. You help others to take responsibility.	You build independent and proficient solutions based on customer or stakeholder's underlying needs, designing and implementing possibilities.
	PRINCIPAL & STRATEGIST Principal Strategist	You set the tone and use tact and positive influence to adapt to different stakeholders. You drive and represent business strategy by participating in forums that will shape the Company's results and the ecosystem.	You are an example in employing your full skill set to deal and thrive on a complex and continuously challenging environment. You demonstrate how to surpass difficulties, beyond work and perspectives being developed across the company. You drive collaboration making sure that people understand how their behaviors impact results.	You promote DC values across the Company. You demonstrate self-awareness and empathy towards work and perspectives being developed across the company.	You are a role model for inclusive behaviors and condemn lack of alignment with this value. You drive problem solving and make sure that all Team Members are included in work processes, regardless of their individual characteristics.	You drive alignment and collaboration between different groups of people. You are a sound board to gather consensus around strategic priorities and you are able to concentrate efforts and the right resources to overcome challenges and achieve DC's ultimate goals.	You are an advocate and promoter of learning opportunities in the company. You encourage "learning from others" and "learning by doing" approaches. You stretch your own learning by experimenting and "going places where no one has thought to go".	You work diligently with peers from different teams, departments, functions and geographies to strengthen strategy and increase alignment, with the intent of leveraging their insight to produce a better solution around a common agenda.	You enable and foster expertise to drive plans for highly complex or difficult projects, delegating and involving multiple internal and external stakeholder groups. You promote cross organization reliability, by supporting the decision-making process for different stakeholders voices.	You overcome the most complex challenges based on your team's and peers capability. When things go wrong, you assume responsibility and drive decisions to fix things and return to the success path to excel. Even when facing ambiguous and conflicting situations, or whenever there is an associated risk, you stay above the line.	You work with a long-term perspective to anticipate customer/stakeholder needs, ensuring that cross-organizational initiatives and services exist to meet those needs.
	LEAD Team Captain Team Lead	You deliver impactful messages that drive action, commitment and alignment within your team. You promote clarity and transparency when delivering and receiving input from your own team or peers. You create a safe place for others to speak up.	You support others to face adversity as an opportunity to integrate new solutions and improvements and navigate change at ease. You promote your team's fast and effective recovery so they can get back on their feet and be in great shape to perform.	You embody DC values in every interaction and promote others to follow them. You demonstrate self-awareness and empathy towards work and perspectives being brought up by your team.	You create the right set up to generate acceptance among co-workers. You drive inclusive behaviors and condemn lack of alignment with this value. You lead problem solving in a way that individual characteristics are part of the solution.	You are able to define your own and your team's priorities, never losing sight of the results and bigger picture. When facing problems you persevere and explore several possible solutions until you find the root cause. You and your team don't settle, and you are eager to explore alternative solutions to maximize results.	You foster a continuous learning-based culture within your team. You guide your Team Members to explore the maximum of their learning potential by applying the 70 / 30 / 10 learning method. You learn to build the Team's learning paths.	You make choices and set priorities to meet your own and team objectives, in line with the Company goals. You consider the implications of decisions in multiple teams and engage people across the organization to be a part of the solution.	You take on ambitious challenges, granting the team access to the appropriate resources, expertise and feedback to complete tasks. You let the right players in the team shine. You show empathy and commitment and you promote a context that allow others to ask for it. You create an environment where people can learn from mistakes.	You project optimism and fuel a sense of direction for others. You give the example by doing what needs to be done and take responsibility for clarifying goals, expectations and monitor their progress. You plan, nurture and review to attain desired results. You support your team to face reality.	You ensure a positive experience at every point of interaction with each and every stakeholder, either external or internal. You drive all team efforts to deliver the most suitable solutions.
	MANAGER Manager Senior Manager	You are a sound board of business vision and strategy in all communication opportunities. You practice active listening and translate others points of view into meaningful information to positively influence business decisions. Your communication promotes cross-company collaboration.	You energize teams/departments to adapt to shifting priorities and look forward to change and surpass difficulties, beyond resistance. You demonstrate unshakable confidence and you lead the way through adversities as an engine to attain Company Growth.	You live by DC Values, and promote them by training and coaching the teams to continuously develop self-consciousness, improve relationships and model desired behaviors.	You energize teams and peers to voice and support each-other's contributions in a way that outcomes will be enriched. You value teams diversity and you build integration of different perspectives as a key non-negotiable aspect at DC.	You set up your teams for success and help them isolate and identify core goals and tasks to achieve results. You drive efforts between different groups and peers to concentrate and collaborate around higher results, without letting other priorities fall. You balance time allocation, bring resources and re-frame competing goals as needed.	You create an environment where learning and development is part of the job. You encourage experimentation of new approaches and risk taking in a safe environment. You provide people with the needed resources and tools to grow their skills.	You create systems and tools that enable your team and peers to share insights, contributions and best practices across the organization, despite any functional boundaries. You promote conflict management and a "disagree and commit" approach.	You build a team context where people can share expertise, be autonomous and embrace new challenges. You set up a safe space to take risks and innovate, as a way to grow and succeed in a fast-paced environment. You promote the right conditions for your team to succeed and you promote a "fail fast" culture.	You are a role model of ownership and commitment. You follow through plans and support others to stay on top of plans and priorities. You don't lose sight of company outcomes. You inspire others to be accountable, take ownership and act autonomously when facing challenges.	You optimize allocation of human, financial, and infrastructural resources in order to provide cutting-edge quality solutions to the customer.
	DIRECTOR Director Senior Director	You are an example of exerting influence with enthusiasm, sponsoring growth opportunities and alignment between different departments and teams. In all interactions you have with people, you provide clear direction, setting a course of action that will drive the Company forward.	You sponsor change as a propellant to Company Growth while showing a combative and ambitious mindset to support others to navigate change and its impacts across the Company.	Over time, you show openness to reviewing beliefs, conduct and the values that represent the Company's purpose and role in the World. You inspire different stakeholders to cultivate a continuous monitoring of self, team and organization impact.	You proactively design teams and structures where different backgrounds, ways of thinking and experiences are a part of your strategy. You drive diversity from within and promote it across different teams, departments and different geographies, as a fuel to inclusion and ultimately Company's impact.	You bring clarification and are an extension of the Leadership Team in advocating for DC's vision, strategy and ultimate goals. You ensure functional groups are being driven and engaged towards the right direction.	You are an ambassador of continuous learning culture across DC and promote learning in team environment. You coach and mentor others sharing your experiences and best practices regarding learning and development. You ensure everyone masters DC's business acumen.	Champion decisions that stem from the longer term vision, benefiting DC as a whole and not sticking to the interest or vision of a single department or group. You are a role model in nurturing trust and respect-based relationships.	You are a coach and a mentor, inspiring a growth mindset culture where everyone feels the importance of their contribution to DefinedCrowd. You disseminate a pragmatic vision where people can shine regardless of their role within the organization. Success across departments is recognized and appreciation is present in your interactions with others as a way to foster People and Company development.	You promote a high performance and commitment culture. You significantly turn around under-performing areas of the business/organization and capitalize on new and emerging opportunities, overcoming challenges and reaching unique standards. You are an ambassador of accountability and you support teams to persist, stay conscious, think differently and be responsible.	You put the customer at the center of DefinedCrowd strategy in a sustainable way. You take a lead role in creating a culture focused on aggregating value to customers and stakeholders by keeping the balance between customer needs, business needs and deliverables capacity.