



BUILD ELITE TEAMS

	Energizes Engagement	Builds Followership & Networks	Grows Diverse Talent
DESCRIPTOR	<p>Understanding what engages each individual and adapts work, rewards, and messages to maximize commitment to Cubic . Encourages others to go beyond established limits while ensuring proper balance between competing priorities and promoting a healthy workplace. Recognizes and celebrates others.</p>	<p>Realizing that you cannot do it all on your own, reaching out to others for help and being a reliable resource when called upon by others; defining success in terms of the whole team. Cultivating strong internal and external networks that benefit Cubic and our customers. Leveraging partnerships and global relationships to collaboratively find innovative solutions to drive timely results.</p>	<p>Building capability and a diverse pipeline of talent by relentlessly attracting, hiring, and developing people. Encouraging constructive performance feedback and quickly taking action to resolve issues that negatively impact teamwork. Prioritizing talent management and development while driving succession and movement of talent with an awareness of business needs and individual career goals.</p>
INDIVIDUAL CONTRIBUTOR	<ul style="list-style-type: none"> • Motivates and engages others by asking for their input and listening to their ideas. • Unleashes personal and team energy by focusing on what is important. • Maintains a positive attitude and focus on success after initial set-backs. • Supports others, calling out and recognizing the success of others on the team. 	<ul style="list-style-type: none"> • Establishes and grows relationships across the organization to build and deliver on commitments. • Collaboratively works with internal and external networks to identify opportunities to provide support. • Grows trust by delivering on commitments 	<ul style="list-style-type: none"> • Seeks out and accepts stretch assignments that develop new skills and grows capability. • Builds trust by supporting others as they develop new skills. • Accepts and acts on constructive performance feedback and takes initiative to practice and apply new skills to continuously improve performance. • Seeks to understand strategies and goals around Diversity and Inclusion (D&I) and actively participates to promote a culture of inclusion.
MANAGER / ADVANCED PROFESSIONAL	<ul style="list-style-type: none"> • Communicates high performance expectations and confidence in others ability to excel. • Refocuses the team on core tasks and shows enthusiasm for Cubic when things do not go as planned or the team faces set-backs. • Offers praise and celebrates team success when challenging commitments are met. • Demonstrates enthusiasm for the future of Cubic. • Creates an environment in which people want to do their best by recognizing people across Cubic (e.g., Cubeliments, VIP Awards, Team/Employee of the Year etc...). 	<ul style="list-style-type: none"> • Takes accountability for his / her own role in any failures. • Maintains contacts with people in other parts of Cubic who can be useful sources of information, resources. • Establishes methods to follow-up on the partnership between business areas; maintains the relationship for the long-term. • Introduces others from Cubic to the customers and partners to present the full-breadth of Cubic's expertise. • Works with different organizations and leaders to learn how they operate; uses knowledge to create synergies and seamless collaboration. 	<ul style="list-style-type: none"> • Establishes clear and specific goals for individuals and team that push limits, expand their capabilities, encourage risk taking aligned with Cubic Strategy. • Encourages others to expand their capabilities by exhibiting the behaviors of the next level in their career path. • Coaches and mentors providing direct, constructive, empathetic and timely performance feedback. • Recruits and selects elite and diverse talent while building inclusive teams to expand Cubic's capacity. • Establishes succession plans that builds the bench with diverse talent by importing and exporting talent across Cubic. • Executes elements of the D&I strategy in local business segments / sites.
SENIOR LEADER / EXPERT PROFESSIONAL	<ul style="list-style-type: none"> • Ensures clarity of communication flows up, down and across the organization. • Takes a genuine and caring interest in individuals, their engagement drivers and adapts work and tasking to maximize individual motivation and commitment. • Promotes a healthy workplace by prioritizing individual wellbeing along with business outcomes. • Takes ownership of engagement scores. Creates and supports action plans as needed. 	<ul style="list-style-type: none"> • Creates an environment in which teams collaborate through One Cubic, sharing people, technology, and processes that realize mutual goals and shared commitment. • Identifies and nurtures partnerships with other organizations that are mutually beneficial. • Continuously builds and refreshes their network inside and outside Cubic to influence strategy and execution. • Holds teams accountable for collaboration and challenges practices and behaviors. 	<ul style="list-style-type: none"> • Leads by example, shows commitment to relentlessly attracting and developing talent. • Anticipates and quickly takes action to address future organizational and talent needs. • Drives, leads, and improves succession practices (TOR) while building new capabilities across Cubic. • Looks for opportunities to promote and reward inclusive employee and team performance across boundaries in ways that develop talent and grow careers, taking appropriate risks on internal candidates. • Willing to assign developmental tasks to individuals or teams that could be done faster or easier by someone else.



LEAD WITH INTEGRITY AND RESPECT

	Embodies Authenticity & Transparency	Demonstrates Self Awareness	Communicates with Care
DESCRIPTOR	<p>Being approachable and genuine in interactions with others, ensuring psychological safety. Values and promotes Cubic's Purpose. Is widely viewed as someone who demonstrates integrity, trust, and presents the truth in a respectful, ethical and transparent manner; keeps confidences; fosters an inclusive environment.</p>	<p>Willing to reflect upon own development and growth with an awareness of one's strengths and weaknesses. Evaluating and understanding the impact of one's actions upon others, the team and the situation. Seeks out and is receptive to feedback to gain insight from mistakes and is open to development. Seen as authentic and approachable. Doesn't misrepresent him/herself for personal gain.</p>	<p>Tailors the content of communications to the needs and style of your audience to gain commitment and maximize understanding, impact and trust. Is approachable and humble.</p>
INDIVIDUAL CONTRIBUTOR	<ul style="list-style-type: none"> • Being approachable and genuine in interactions with others. • Actively shares all pertinent information with others. • Is viewed as direct, tactful and truthful. • Keeps confidences and learns from mistakes. • Is a role model for inclusive and culturally competent behavior 	<ul style="list-style-type: none"> • Reflects on personal strengths and weaknesses and takes responsibility for career development. • Knows how they are perceived by others. • Takes on a challenge as an opportunity to overcome and improve. • Consults others about the impact their actions or solutions will have prior to implementation. • Listens well; lets people finish thoughts and is not defensive. 	<ul style="list-style-type: none"> • Behaves in a humble manner. Viewed as genuine. • Adjusts style and work practices appropriately to accommodate the diverse needs of others on the team. • Speaks by engaging without alienating. • Actively works to overcome barriers by changing strategies, extra efforts, trying multiple approaches, etc.
MANAGER / ADVANCED PROFESSIONAL	<ul style="list-style-type: none"> • Provides open and honest information to others inside and outside their group or team. • Builds rapport by identifying common ground between self and others to build a foundation for the relationship. • Is empathetic and supportive when providing constructive criticism or guidance to others. • Consistently treats people fairly and with respect and creates an inclusive environment. • Willingly delivers an unpopular or tough messages to individuals and/or team up and down the organization. 	<ul style="list-style-type: none"> • Can be given constructive criticism in a direct and efficient manner. • Expands their capabilities by taking risks that push themselves and Cubic forward. • Creates an environment where others are comfortable providing constructive feedback. • Adapts personal behavior based on an awareness of own impact on the team and performance. • Listens to peers and the team attentively; asks questions to get to the essence of feedback and acts to improve. 	<ul style="list-style-type: none"> • Asks clarifying questions and takes the time to listen to responses. • Possesses solid presentation skills; knows what is required to present to both large and small audiences across different media and tools (e.g., Zoom, Slack, email, etc.). • Demonstrates humility and is mindful of one's communication strategies impact on others. • Remains open and approachable in light of position
SENIOR LEADER / EXPERT PROFESSIONAL	<ul style="list-style-type: none"> • Respectfully presents ideas when others may disagree while being open to their inputs to find the best solution for Cubic as a whole; brings people of all backgrounds along to achieve results. • Openly and appropriately speaks the truth to leaders and others, even when unpopular or tough messages are required in a manner that maintains respect and openness. • Paints a realistic picture of risks and opportunities for Cubic linked to the audiences' unique circumstances. • Reads situations quickly and accurately then acts promptly and communicates appropriately with transparency and trust. • Appropriately keeps sensitive or business proprietary information confidential. 	<ul style="list-style-type: none"> • Demonstrate personal awareness of strengths and limitations and a willingness to improve. • Assumes responsibility for his/her actions and does not blame others (e.g., admits mistakes). • Utilizes trusted feedback mechanisms to monitor how their message and actions are being perceived throughout the organization. • Evaluates the impacts of their behavior on others and the environment and adapts to maximize effectiveness. • Seeks and accepts feedback from others on leadership strengths and improvement areas. 	<ul style="list-style-type: none"> • Adapts messaging to the audience and responding to questions with confidence. • Delivers presentations with firm understanding of strategic and business elements. • Brings ideas and messages to life via vivid language, examples, and authentic stories that connect with the target audience. • Holds leaders accountable for communicating key messages to their teams in a timely manner.



THINK BOLDLY

	Applies Strategic Mindset	Employs Insight & Critical Thinking	Inspires Excellence & Continuous Improvement
DESCRIPTOR	<p>Understanding and utilizing internal and external financial, technical and industry data to accurately identify core strengths and weaknesses, and to craft strategies. Translating strategy and vision into actionable tasks through a deep knowledge of Cubic, customers, and competitors in a timely manner.</p>	<p>Distilling data from all available sources into information via analysis and interpretation; detecting trends, associations and cause-effect relationships to make timely decisions. Presenting thoughtful alternatives and specific recommendations. Prioritizing work based on clear objectives that balance competing needs and risks to focus efforts. Deals with complex concepts comfortably, adapting to new information.</p>	<p>Utilizes a continuous improvement mindset that delivers the highest quality products and service. Willing to reengineer processes, procedures and open to suggestions and experimentation. Creates a continuous learning environment that leads to the most efficient and effective work processes and procedures.</p>
INDIVIDUAL CONTRIBUTOR	<ul style="list-style-type: none"> Asks provocative questions to understand current practices and customer's experience before moving to problem solving. Consistently demonstrates the ability to view complex situations from a variety of perspectives and identifies critical elements from complex information. Focuses efforts on tasks with the greatest impact for Cubic and customers. 	<ul style="list-style-type: none"> Translates data from all available sources, including customers, into information via analysis and interpretation. Keeps looking for alternative solutions even after one or two solutions have been identified. Asks others for help and guidance to better understand issues and find solutions. Plays out scenarios to test and validate conclusions Uses sound and robust analysis when needed but is not paralyzed by analysis. 	<ul style="list-style-type: none"> Takes actions and makes decisions that support a continuous learning culture. Willingly shares issues and works with others to overcome obstacles. Leverages continuous improvement (e.g. Lean) principles and tools to identify and improve processes that have the most impact on performance.
MANAGER / ADVANCED PROFESSIONAL	<ul style="list-style-type: none"> Uses clear relatable language to translate Cubic's vision and strategy into daily tasks. Considers long-term impacts and big picture needs when guiding work. Seeks out and understands the unique customer mindset, competitor and Cubic insights and trends when crafting plans. Able to understand and speak intelligently on measures important to Cubic's mission, business drivers and financial indicators. Does not let planning a perfect strategy get in the way of tangible actions to improve results. 	<ul style="list-style-type: none"> Uses rigorous problem solving and root cause analysis to solve difficult or complex problems. Consolidates and synthesizes data into the pertinent information for the audience and team. Utilizes sound judgment, makes decisions with the information available and changes course of action when needed. Involves others in the decision-making process to get better information, find alternatives and promote buy-in. Calculates risks with an understanding of the probability of success, the potential benefits and consequences of failure 	<ul style="list-style-type: none"> Is an effective ambassador for continuous learning. Provides a clear plan and path to success with defined milestones and metrics linked to business outcomes. Promotes lesson learning (i.e. After-Action Reviews) and sharing impact of lessons across Cubic Encourages and supports continuous improvement efforts across organizational boundaries.
SENIOR LEADER / EXPERT PROFESSIONAL	<ul style="list-style-type: none"> Develops keen understanding of evolving market dynamics by direct interaction with customers, competitors and diverse sources. Continuously monitors business metrics and explores future scenarios to develop and revise business strategies and vision. Interprets complex strategic financial information with a clear view of the targets, projections, and how to meet required performance. 	<ul style="list-style-type: none"> Connects data with experiences and customer empathy to develop and share insights not plainly seen. Balances competing priorities to develop strategies that achieve sustainable competitive advantage for Cubic and customers. Understands the risks and appropriately weights those risks when making decisions and setting strategies. Demonstrates clear insight on what and where things need to change then brings people along with a realistic appreciation of the impacts they are or will experience. Anticipates future trends and navigates through organizational and global complexity and ambiguity. 	<ul style="list-style-type: none"> Outlines a clear thought process on how strategies and goals were set for Cubic. Applies lessons learned from multiple sources and experiences that impact the customer Understands and drives continuous improvement (e.g. Lean) events and practices throughout their team to identify and improve processes that have the most impact on performance.



DELIVER WINNING CUSTOMER OBSESSION

	Anticipates & Adapts to Customer Needs	Delivers higher quality earlier	Drives Execution and Delights Customers
DESCRIPTOR	<p>Relentlessly customer focused. Dedicated to exceeding expectations of internal and external customers. Showing a passion to create customer focused change in products. Generates ideas through deep customer insights. Prioritizes quickly to focus on the critical few to drive action. Effectively cope with change and deals with ambiguity.</p>	<p>Creates a sense of enthusiasm and passion for meeting commitments by building a culture of success. Establishes feedback systems to monitor customer and team concerns, satisfaction and issues to anticipate challenges to commitments.</p>	<p>Initiating action despite uncertainty of outcome, accepting the consequences of failure while monitoring progress against expectations and courageously addressing performance gaps. Urgently takes on challenges ethically and innovatively. Empowering the team and self to make decisions.</p>
INDIVIDUAL CONTRIBUTOR	<ul style="list-style-type: none"> • Demonstrates a passion to do more and go further than expectation; proactively seeks answers. • Anticipates future customer and technical needs. Seeks information to improve. • Positively copes with change and ambiguity; applies knowledge and skills effectively in new environments. • Works effectively with customers to resolve issues, provides exceptional service and deliverables that exceed customer expectations. 	<ul style="list-style-type: none"> • Aggressive, resilient and persistent in pursuit of goals. • Does everything necessary to exceed expectations to earn customer loyalty. • Maintains focus when confronted with initial rejection or setback. • Provides realistic estimates of performance and risk, notifying others early when delivery commitments are in jeopardy. 	<ul style="list-style-type: none"> • Has capability and capacity to set goals that stretch self and peers. • Demonstrates the sense of urgency and the flexibility needed to achieve on time results. • Accepts responsibility for personal work successes and failures. • Takes prompt action to address problems or issues.
MANAGER / ADVANCED PROFESSIONAL	<ul style="list-style-type: none"> • Develops a deep customer insight and applies that to prioritize work and guide decisions. • Plans initiatives with others that will add value to the customer. • Continually searches for ways to increase customer satisfaction and defines new and better ways of exceeding customer expectations. • Integrates an understanding of Cubic's global business approach with a keen empathy for the customer experience. 	<ul style="list-style-type: none"> • Plans how to avoid or deal with potential problems that could disrupt operations or jeopardize delivery. • Invests time in understanding and communicating the purpose and what resources (e.g., people, materials, etc.) are required to deliver on commitments. • Monitors progress without negatively impacting trust and notifies others if a commitment is in jeopardy. • Promptly and directly addresses performance issues when it requires tough conversations. • Manages risks by creating an environment that invites realistic discussion of issues and impacts, adapting appropriately. 	<ul style="list-style-type: none"> • Identifies the key tasks and resources needed to achieve objectives then makes sure tasks and plans are carried out, monitoring results and adjusting as required. • Empowers the team to make decisions while promoting a sense of responsibility versus retribution when things do not go as expected. • Works with others to create plans and measures; appropriately challenges self and team to achieve on time results to have immediate impact. • Limits the distractions the team experiences from outside and above to allow them to get things done. • Offers solutions and insights without dictating actions. Coaches as needed.
SENIOR LEADER / EXPERT PROFESSIONAL	<ul style="list-style-type: none"> • Correlates ideas, lessons, strategies across disciplines, and diverse customers to find new ways to grow Cubic. • Establishes clear priorities for the present based on a solid vision for Cubic's future. • Understands and anticipates customer and market trends to align goals, priorities and actions with strategic imperatives. • Helps organizations and leaders overcome resistance to change by listening to concerns and sharing rationale for key decisions. 	<ul style="list-style-type: none"> • Aligns and directs use of assets (human, technological, financial and physical) to meet commitments in accordance with Cubic values and strategies. • Remains focused on the 'big picture' and strategic issues while monitoring progress on current commitments. • Directly interacts with customers and stakeholders to understand their priorities and uses those insights as guides when making commitments. • Balances risk taking to achieve strategic goals with sound judgment on when to redirect efforts and resources. 	<ul style="list-style-type: none"> • Ensures clear expectations are established and communicated throughout the organization and programs with strategic business metrics that act as guides for others. • Uses management systems and tools to monitor Cubic's performance against defined success metrics and deploys counter measures accordingly. • Holds self and others accountable for the highest standard of conduct and behavior in every action and interaction, leading by personal example. • Pushes decision authority down through the organization while providing guidance on principles for execution.



INNOVATE FEARLESSLY

	Entrepreneurially Innovates	Acts with a Global Mindset	Courageously Influences
DESCRIPTOR	<p>Crafts creative solutions for needs or problems that competitors cannot solve or see. Cultivates a culture that questions implicit assumptions that limit capacity and/or capability. Demonstrates a passion for products. Willing to disrupt the norm and quickly respond with new approaches to Win the Customer, pushing self and others to take on more and rewarding appropriate risk taking.</p>	<p>Develops and uses an understanding of the competitive global business environment to identify and take advantage of new opportunities. Demonstrates inclusiveness, valuing people who think differently. Understands and utilizes a broad systems perspective when crafting strategies. Projects the needs of diverse customers to improve returns through R&D investments.</p>	<p>Uses appropriate influence strategies and/or adjusts approach as required to gain genuine agreement for new things (i.e. listening & empathy). Influences others with stories and analogies to paint a picture for them of the end stated with clear and realistic insight on what and where things need to change. Willingly speaks out and takes unpopular positions when necessary to ensure Cubic's long-term success.</p>
INDIVIDUAL CONTRIBUTOR	<ul style="list-style-type: none"> • Seeks information rather than wait for it. • Acts first and tries new ideas or potential solutions without prompting. • Seeks information from customer feedback to improve. • Is open-minded; considers new perspectives and stimulates new ways of thinking. • Generates innovative solutions for challenges in the workplace. 	<ul style="list-style-type: none"> • Embraces different points of view, cultures and expertise to build working relationships based on mutual respect and trust. • Stays up to date on global events that may impact Cubic. • Uses unfiltered customer feedback to make improvements in process, products and services. • Inquisitive, seeks different points of view and leverages diverse perspectives when solving problems. 	<ul style="list-style-type: none"> • Willing to be tough and assertive when necessary, while showing respect and positive regard for others. • Uses appropriate interpersonal style and tactics to gain acceptance for plans or needs. • Is consistently optimistic in the face of adversity or change. • Summarizes outcomes from discussions and establishes clear next steps based on agreements and commitments.
MANAGER / ADVANCED PROFESSIONAL	<ul style="list-style-type: none"> • Drives the innovation social system (i.e. IdeaSpark, Hackathons, business models, digital, customer co-development, etc.). • Evaluates multiple options and perspectives before selecting a course of action with a focus on growing the business. • Rewards appropriate risk taking and refocuses efforts when setbacks occur. • Encourages others to seek opportunities and take risks for different and innovative approaches to address problems and opportunities. • Makes innovation a part of daily work by regularly asking provocative questions to challenge status quo. 	<ul style="list-style-type: none"> • Remains agile and adapts strategies and tactics based on an understanding of global market conditions and unique practices in different markets or countries. • Scans for information about the global market and Cubic using a range of information sources. • Shows sensitivity to and respect for the perspectives and interests, valuing cultural, ethnic, gender, and other individual differences in people. • Tries new approaches that are unfamiliar or uncomfortable situations in order to learn about other cultures, learning from cultural experiences, whether positive or negative. 	<ul style="list-style-type: none"> • Facilitates agreement through appropriate influence techniques and persists with different methods to gain commitment. • Projects credibility, poise, and confidence under difficult or adverse conditions. • Clarifies the situation by summarizing information, expectations and future state that builds commitment to change. • Discloses own position and builds on ideas from others.
SENIOR LEADER / EXPERT PROFESSIONAL	<ul style="list-style-type: none"> • Seeks out unique understanding of customer needs and desires to guide solution development that expands Cubic's capability or capacity. • Forces competitors to react to Cubic by leveraging competitive intelligence to differentiate and gain market share. • Assesses and recommends M&A targets to drive innovation and growth. • Seizes opportunities to introduce new and innovative solutions, business models and digital opportunities, translating them into realized growth for Cubic. 	<ul style="list-style-type: none"> • Understands and anticipates global customer and market trends through sustained customer relationships at the leadership level to align goals, priorities and actions with strategic imperatives. • Maximizes Cubic's effectiveness by understanding and using diverse teams' and individuals' particular talents and abilities. • Identifies and exploits new ways to improve how Cubic operates globally. • Integrates information from a diverse group of people from different cultures and backgrounds to develop a well-formed yet flexible view of international issues. 	<ul style="list-style-type: none"> • Exhibits leadership presence by agilely adapting to the audience and responds to questions with confidence. • Does not avoid conflict, approaches conflict situations as an opportunity to strengthen and influence relationships. • Paints a picture for others that links their efforts to the overall success of Cubic that builds personal ownership in Cubic's success. • Presents new plans and strategies in a way that helps people feel valued, appreciated and included by showing empathy and disclosing personal position.