## Assurant Competency Model
### Role: Individual Contributors/Professionals

<table>
<thead>
<tr>
<th>COMPETENCY</th>
<th>TYPE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Analyze Problems and Make Decisions</td>
<td>Core (Role)</td>
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<tr>
<td>Apply Functional Knowledge</td>
<td>Core (Role)</td>
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<tr>
<td>Build Credibility and Trust</td>
<td>Core (Organization)</td>
</tr>
<tr>
<td>Collaborate with Others</td>
<td>Core (Organization)</td>
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<tr>
<td>Deliver Results</td>
<td>Core (Organization)</td>
</tr>
<tr>
<td>Address Conflict</td>
<td>Additional (Recommended)</td>
</tr>
<tr>
<td>Build Organizational Talent</td>
<td>Additional</td>
</tr>
<tr>
<td>Coach and Develop Others</td>
<td>Additional</td>
</tr>
<tr>
<td>Communicate Effectively</td>
<td>Additional (Recommended)</td>
</tr>
<tr>
<td>Demonstrate Global and Cultural Awareness</td>
<td>Additional</td>
</tr>
<tr>
<td>Demonstrate Resilience</td>
<td>Additional (Recommended)</td>
</tr>
<tr>
<td>Drive Change</td>
<td>Additional</td>
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<tr>
<td>Exercise Influence</td>
<td>Additional (Recommended)</td>
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<tr>
<td>Focus on Customers</td>
<td>Additional (Recommended)</td>
</tr>
<tr>
<td>Lead Teams</td>
<td>Additional (Recommended)</td>
</tr>
<tr>
<td>Learn Continuously</td>
<td>Additional (Recommended)</td>
</tr>
<tr>
<td>Leverage Business Acumen</td>
<td>Additional</td>
</tr>
<tr>
<td>Plan and Organize</td>
<td>Additional (Recommended)</td>
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<tr>
<td>Set Strategic Vision</td>
<td>Additional</td>
</tr>
<tr>
<td>Think Innovatively</td>
<td>Additional (Recommended)</td>
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</table>
ADDRESS CONFLICT ... Works with others to resolve differences in a professional and productive manner.

**Behaviors**

♦ Raises difficult issues candidly and directly with the people involved in order to resolve them and move on.

♦ Listens to the perspectives of all individuals in conflict before determining a solution.

♦ Responds objectively and non-defensively to concerns and issues.

Identifies mutual points of interests or benefits among individuals or groups in order to gain commitment or cooperation.

Keeps others focused on problem resolution rather than personal issues or blame.

Escalates conflicts to the appropriate level after determining the parties cannot otherwise reach a compromise.
ANALYZE PROBLEMS AND MAKE DECISIONS ... Commits to a course of action after identifying and assessing alternatives based on logical assumptions, facts, resources, constraints and organizational values.

Behaviors

♦ Systematically gathers information necessary to consider alternatives before making a decision.

♦ Asks others for their input when making decisions that affect them.

♦ Makes timely decisions when a quick response is required.

Asks probing questions to get at the root causes of the problem or issue.

Considers both the costs and benefits of alternatives before making a decision.

Recognizes when enough analysis has been performed to make a sound business decision.

Collects information to fill in gaps and better understand issues, problems, and opportunities.

Establishes decision-making criteria based on factors that affect customers, employees, and the organization.

Remains focused on the big picture when addressing the details of specific situations.
Behaviors

♦ Works to learn about and establish self as an expert/resource in product, market, profession, or area of expertise.

♦ Applies developments in own profession/function in a way that satisfies customer needs or addresses business problems.

♦ Learns quickly about specific areas of knowledge that are important for an opportunity.

Translates functional/professional terminology or jargon into plain language.

Uses projects requiring new capabilities and skills as opportunities to extend functional understanding.

Demonstrates a basic understanding of complex technical or functional information, products, and services.

Defines what can and cannot be done with particular approaches, techniques, methods or procedures.

Facilitates knowledge sharing and learning among colleagues within own profession/function.
BUILD CREDIBILITY AND TRUST ... Adheres to Assurant values and high ethical standards of behavior by demonstrating respect, honesty, consistency and fairness when interacting with colleagues, customers, business partners and other stakeholders.

Behaviors

- Follows Assurant values and principles even when it would be easier not to.
- Keeps promises and commitments made to others.
- Takes personal responsibility for mistakes.
- Adheres to, promotes and shows commitment to the Assurant Code of Ethics and encourages others to do the same.

Maintains confidentiality of private discussions or sensitive information.

Sets a personal example to promote Assurant values and work standards.

Treats individuals with respect despite personality differences or performance problems.

Communicates a clear and complete picture of the situation without holding back negative information.

Welcomes openness and honesty from others, especially in difficult situations.
BUILD ORGANIZATIONAL TALENT ... Puts the right people in the right places and creates teams and/or organizational structures to support high performance and advance Assurant's business objectives.

Behaviors

♦ Builds a strong internal pool of talent by recruiting outstanding individuals.

♦ Builds an organizational structure that addresses business goals.

♦ Develops and promotes employees against future (as well as current) business needs.

    Leverages high performers to fill critical roles.

    Matches staff to job assignments where they can excel and develop their skills.
COACH AND DEVELOP OTHERS ... Helps others excel on the job and meet key accountabilities by providing timely coaching, guidance and feedback.

**Behaviors**

♦ Accurately assesses people’s strengths and development needs.

♦ Gives others timely, specific and behavioral feedback.

♦ Spends time working collaboratively with less experienced individuals to help them improve a skill, learn new information, or get up to speed on a new job task or activity.

  Asks thought-provoking questions to help less experienced individuals think through how to handle new or challenging tasks or activities.

  Tracks progress against development goals.

  Challenges others to demonstrate learned knowledge, skills and behaviors in job situations.
COLLABORATE WITH OTHERS... Works effectively with others both within and across Assurant businesses to deliver optimal results while maintaining productive working relationships.

**Behaviors**

- Actively seeks a variety of viewpoints and incorporates the contributions and expertise of others to facilitate best results.
- Shares information, materials and time readily with others who need them.
- Adjusts approach to effectively work with others with a different perspective or work style.

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<td>Actively supports decisions, once made, even if in disagreement.</td>
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<tr>
<td>Frames solution generation in terms of &quot;what if&quot;, &quot;if/then&quot;, thinking rather than &quot;either/or&quot;.</td>
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<tr>
<td>Identifies and works through conflict that may derail the collaborative process.</td>
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<tr>
<td>Takes on additional responsibility with a positive attitude when a colleague is overburdened.</td>
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<tr>
<td>Adjusts priorities to meet the needs of the team.</td>
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<tr>
<td>Holds self and others accountable to create unifying goals and measures with peers.</td>
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<tr>
<td>Accurately identifies when a collaborative problem solving approach is the most effective method.</td>
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COMMUNICATE EFFECTIVELY ... Expresses thoughts and ideas in a clear and concise manner and provides information to others in way that considers the needs of the situation and audience.

**Behaviors**

- Determines which information is most important before communicating it to others.
- Keeps people informed of changes, key events, and decisions that may affect them.
- Makes complex ideas or situations clear, simple, and/or understandable.

  Understands the impact of own verbal and nonverbal cues.

  Organizes information in a logical, easy to understand manner.

  Identifies when others do not understand and clarifies or explains.

  Conveys clear messages in written communications (e.g., e-mails).

  Summarizes what has been said to verify understanding.
♦ DELIVER RESULTS ... Tenaciously works to meet or exceed expectations by keeping self and/or others focused on achieving critical goals.

Behaviors

♦ Consistently meets deadlines and requirements.

♦ Persists in working toward goal when faced with a difficult situation or resistance from others.

♦ Takes timely action to resolve problems or situations that will distract from achievement of results.

Prevents irrelevant issues or distractions from interfering with timely completion of important tasks.

Takes action that goes beyond job requirements in order to achieve objectives.

Takes time at the beginning of a project to fully understand its purpose before starting the work.

Mobilizes internal and external resources necessary to achieve results.
DEMONSTRATE GLOBAL AND CULTURAL AWARENESS ...
Communicates across various cultures with sensitivity and works effectively in a global environment, including understanding the economic, social, political, and cultural forces impacting the market.

Behaviors

♦ Understands global markets and international considerations.

♦ Recognizes what practices are acceptable and unacceptable in working with people from different cultural backgrounds.

♦ Modifies own behavior in order to effectively conduct business in different environments.

Pursues opportunities to work with and learn from people from different cultures.

Makes personal adjustments that accommodate the time zone differences and other needs of international partners, colleagues and customers.

Makes careful choices in language and behavior when interacting with cultures different than one’s own.
DEMONSTRATE RESILIENCE ... Reacts positively to changes and maintains poise, focus and flexibility when encountering difficulties or obstacles.

Behaviors

♦ Acts decisively rather than waits or hopes for an issue or situation to resolve itself.

♦ Adjusts actions in response to shifting priorities and rapid change.

♦ Maintains composure and productivity in ambiguous or difficult situations.

Focuses on beneficial aspects of new or changing situations.

Communicates positively yet realistically despite setbacks and disappointments.

Speaks up respectfully when in disagreement with co-workers, management or other stakeholders.

Quickly recovers from mistakes and/or adverse situations by looking for new approaches to address the situation.

Works without needing supervision - particularly when faced with challenging responsibilities.
DRIVE CHANGE ... Facilitates the implementation and acceptance of change.

Behaviors

♦ Anticipates potential concerns/resistance to change and takes constructive steps to address them.

♦ Encourages others to adopt new methods or technologies that add value or improve performance.

♦ Keeps others focused on critical goals and deadlines through periods of change and ambiguity.

   Helps people understand and manage their concerns about change.

   Supports team members who adopt organizational or process changes.

   Recognizes the complexities associated with change and attempts to minimize their impact.

   Gathers feedback and modifies solutions to facilitate an effective change process.
**Behaviors**

- Emphasizes points of agreement or mutual benefit when working to reach a win-win solution.

- Involves and gains commitment of key individuals (e.g., managers, stakeholders) early in the development and implementation of new ideas/initiatives.

- Varies approach as needed to exercise influence.

  Uses data or concrete examples to support recommendations or position.

  Uses credibility as a subject matter expert to persuade individuals to commit to a course of action.

  Uses past personal experience, relationships, and trust to obtain commitment for moving forward.

  Develops cost/benefit analysis to demonstrate value of proposed solution.

  Persuades others by appealing to their business interests, needs, or concerns and explaining how the business will benefit.
FOCUS ON CUSTOMERS ... Identifies and meets the needs of customers by building productive customer relationships and providing value in ways that increase customer satisfaction and loyalty.

**Behaviors**

♦ Asks questions to determine customer expectations and requirements and listens to what they need and want.

♦ Makes decisions that balance the commitment to the business with commitment to satisfying the customer.

♦ Keeps customer informed on actions, issues, decisions or changes that may affect them.

   Considers situations from the customer’s perspective to help determine the best response.

   Establishes credibility and trust with customers by delivering on commitments.

   Demonstrates professionalism and exercises self-control when dealing with customers.

   Responds with a sense of urgency to customer problems.

   Asks customers for feedback to identify areas for improvement.

   Spends time with customers to learn about their priorities, needs, and plans for the future.

   Maintains strong relationships with customers in order to generate business opportunities.
LEAD TEAMS ... Provides ongoing direction and clarity concerning team activities by defining team requirements and guiding others to attain objectives.

**Behaviors**

♦ Sets clear and specific team objectives and measures of success.

♦ Establishes roles, accountabilities and expectations for all team members.

♦ Invites input from team members when making team decisions and determining actions.

  Communicates a sense of urgency to the group regarding team priorities.

  Matches tasks and assignments to most appropriate team members.

  Establishes procedures and processes to achieve team goals or perform team functions.

  Confronts team members directly about performance problems.
LEARN CONTINUOUSLY ... Actively seeks out and takes advantage of various ways to quickly gain new skills and expand one’s knowledge.

Behaviors

♦ Accurately assesses own strengths and developmental needs.

♦ Acts on feedback received from others after considering its implications for improving effectiveness.

♦ Applies learning from past experiences and mistakes to improve personal effectiveness.

Demonstrates curiosity by continuously seeking new information and asking questions.

Seeks feedback from others to enhance own knowledge, skills, abilities, and performance.

Puts new knowledge, understanding, or skills to practical use on the job.

Actively participates in learning activities in a way that makes the most of the learning experience (e.g., asks questions, critically analyzes information, keeps on-the-job application in mind).

Takes on challenging assignments as an opportunity to build one’s skills and knowledge.
LEVERAGE BUSINESS ACUMEN ... Applies knowledge of Assurant’s business drivers, the market, and fundamental financial strategies to accomplish business goals.

**Behaviors**

♦ Understands how Assurant makes money and how own division/department contributes to the company’s bottom-line.

♦ Demonstrates an understanding of how different functions/businesses in Assurant are related and impact one another.

♦ Uses an understanding of how one’s role and actions create or add value to the organization.

Understands the marketplace in which Assurant operates.

Recognizes trends and patterns in day-to-day activities that may have broad business implications.

Demonstrates an understanding of financial data and standard financial statements.
PLAN AND ORGANIZE ... Manages work activities to reach a desired business objective on time, within budget and according to specifications.

Behaviors

♦ Identifies critical activities and sets priorities for implementation.

♦ Reviews deliverables against plans to ensure requirements and deadlines are met.

♦ Anticipates problems and strategic changes and adjusts plans when necessary.

Breaks down complex or ambiguous work into logical process steps.

Follows up with others to ensure project activities or tasks are executed in a timely manner.

Uses tools and technology to make own time more productive.

Plans and structures meetings to ensure key issues are addressed.
SET STRATEGIC VISION ... Creates a clear view of the future state that mobilizes people to focus efforts and work toward key goals.

*Behaviors*

♦ Creates vision and strategies that reflect an understanding of the changing marketplace and business forecasts.

♦ Articulates the vision and future state of the organization in compelling terms.

♦ Translates the organization’s vision into actionable goals, plans, and performance measures.

  Aligns individual, departmental, or functional goals with overall vision and strategy.

  Creates "what if" scenarios and models to help the organization/department anticipate future possibilities.

  Prepares contingency plans for problems and situations that might impact the organization.

  Energizes and guides others to take actions that support the vision.
THINK INNOVATIVELY ... Provides value by generating new ideas and approaches to enhance and create new Assurant businesses, products, services, processes, practices, and systems.

**Behaviors**

♦ Recognizes problems as opportunities for innovation and actively seeks new solutions to address them.

♦ Leverages customer, market and trend information to identify and validate potential business or service innovations to pursue.

♦ Generates new ideas and expands on others’ original ideas to create new business, attract customers, and save time, money and resources.

Tries new and different approaches to accomplish job responsibilities.

Looks beyond department or business for new ideas, innovative approaches, and opportunities for synergies.

Builds stakeholder support for pursuing novel ideas that promise significant opportunities for improvement.