Exercise Three: Attributes

"Each of us works with certain individuals who we consider to be best-in-class. These are the people that you are pleased to see enter the room when they are assigned to work on a task team with you. They are the people who find a way to resolve a critical issue during a meeting. They may or may not be technical experts. Often, there is something other than technical expertise that causes people to listen to them, to aspire to be like them. Think of your job, your company and your colleagues and identify these people in your mind. Now, tell me, what are the traits that they bring to their work that make them outstanding?"

Focus Group 1	Focus Group 2	Focus Group 3
Able to Maintain Focus	Aware of Limitations	Ability to Probe
Able to see Big Picture/Context	Challenge Convention/Status Quo	Ability to Manage Complexity
Accountable	Coaches/Teaches	Ability to Focus
Acts as Guide	Communicates (Even Tough Stuff)	Can Do Attitude
Acts as Utility Player	Crosses Boundaries (No Silos)	Charisma
Asks the Right Questions	Delegates	Consensus Builder
Brings Others Along	Innovative	Creativity
Builds Relationships	Is Flexible	Curiosity
Delivers Results	Learner	Decisive
Effective Communicator (Listens)	Listener	Dedicated
Flexible	Manages Expectations	Genuine Interest in People
Harvest's People's Energy	Non-confrontational	Good to Work With
Passionate	Open to New Ideas	Good Organizational Skills
Smiles	Positive and Motivated	Integrity
Tenacity and Perseverance	Responsiveness	Leader
Searches for Understanding	Self Starter	
	Sense of Ownership	Keen Strategic Thinker
	Sense of Urgency	Respectful
	Willingness to Make Decisions	Sense of Urgency
	Trusting/Trustworthy	Stability
	Understands Not Knowing it All	
	YES is Favorite Word	

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Focus Group 4	Focus Group 5	Focus Group 6
Big picture view	Can do	Able to distill core concept
Can do	Collaborative	Analytical and rational
Critical thinker	Direct	Communicator
Customer focused	Exhibits calmness	Competent
Empowers	Focused	Confident
Enthusiastic	Great communicator	Consensus builder
Flexible	honest	Creative
Handles pressure	In control	Decisive
Innovative	Listens	Energetic
Knows when to delegate	Lives up to commitments	Fair
Logical	Makes people perform	Generous (buys the beer)
Makes complexity understandable	No preconceived ideas	Leader
No agenda	Open minded	Non-judgmental
Out of the box thinker	Problem solver	Open minded
Perceived as being fair	Reads people well	Trusting
Quick study	Respectful	
Results oriented	Takes ownership	
Strategic thinker		
Subject matter expert		
Takes responsibility		
Team player		