

Atos Competency Model

GCM level	Competencies	Evaluation	General Description	Behavioral Descriptions
0	Client focus	Not mandatory	Committed to building excellent, long-term relationships with customers, based on a full understanding of their needs and a dedication to meeting their expectations	<ul style="list-style-type: none"> • Acts in the best interests of the customer; • Identifies the customer's actual needs and is dedicated to satisfying those needs; • Takes every customer complaint, problem or desire seriously and attempts to take appropriate action; • Takes initiative to source relevant information regarding trends and 'best in class' practices.
	Delivery focus	Mandatory	Dedicated to delivering what is promised, ensuring that results are on time, on budget and to agreed quality standards.	<ul style="list-style-type: none"> • Manages own time effectively, handling multiple demands; • Makes clear agreements about what should be delivered and when; • Efficiently achieves objectives; • Takes care and pride in the services and products delivered; • Develops the required knowledge for the assignment.
	Profitability focus	Not mandatory	Dedicated to delivering the commercial targets of Atos and identifying opportunities to grow the business.	<ul style="list-style-type: none"> • Monitors and controls costs; • Creates sound cost-benefit analyses; • Generates customer enthusiasm around new products or services.
	Team working	Not mandatory	Working together by involving others in goals and plans, sharing knowledge, taking a positive role in teambuilding and seeking opportunities for cross functional working and collaboration.	<ul style="list-style-type: none"> • Contributes to effective communication and cooperation in a fixed and stable team; • Demonstrates an active interest in the viewpoints of all team members; • Shares relevant information with team members; • Considers the interest of the group, placing the common goal above own goal; • Cooperates effectively with both customers and internal team members.
	Communication	Mandatory	Communicating clearly, concisely and with passion to persuade and influence, while also seeking feedback, listening, and demonstrating understanding of others' viewpoints.	<ul style="list-style-type: none"> • Uses clear language to ensure others understand what is being communicated; • Clear and to the point in written communication; • Communicates with high impact; • Able to effectively support messages with sufficient examples and graphical materials.

0	People focus	Not mandatory	Valuing the diverse attitudes, needs and perspectives of colleagues, recognizing people's contributions by providing regular feedback, helping people to develop and grow and enabling the enjoyment of work.	<ul style="list-style-type: none"> • Demonstrates respect for individuals; • Transfers relevant information to colleagues; • Demonstrates interest in the opinions of others.
	Dynamic	Not mandatory	Presenting a clear vision of what can be achieved, inspiring others and pursuing goals with vigor and tenacity.	<ul style="list-style-type: none"> • Endeavors to put ideas into action; • Proposes creative 'out of the box' solutions to problems.
	Creativity	Not mandatory	Identifying effective solutions for clients through selecting the best combination of existing practices and innovative approaches or ideas.	<ul style="list-style-type: none"> • Attempts to identify the underlying causes of problems; • Attempts to identify the full range of potential solutions; • Ability to separate high priority issues from side-issues; • Ability to weigh up the advantages and disadvantages of alternative solutions; • Has an open mind towards new ideas and new ways of problem solving.
	Integrity	Mandatory	Acting as a role model for others by demonstrating professionalism, personal commitment & dedication, integrity & truthfulness.	<ul style="list-style-type: none"> • Makes realistic promises that are achievable; • Is open and honest regarding problems and mistakes; • Ensures that confidential information remains confidential; • Behaves consistently and can communicate own opinion effectively; • Respects the confidentiality of information and concerns shared by others.
	Personal Development	Mandatory	Continuously reviewing and improving personal skills, seeking challenging opportunities to stimulate personal development and growth.	<ul style="list-style-type: none"> • Is open to constructive feedback; • Learns from both successes and failures; • Takes action to improve personal skills and competencies; • Acts according to what he or she believes is the right course of action.
	Flexibility	Not mandatory	Taking a flexible approach, revising plans and decisions in the light of new information and changing circumstances, dealing positively with organizational change.	<ul style="list-style-type: none"> • Works effectively in situations which are uncertain or ambiguous; • Can easily change focus from one task to another within own area of responsibility; • Responds quickly to changing priorities within own area of responsibility.
1	Client focus	Not mandatory	Committed to building excellent, long-term relationships with customers, based on a full understanding of their needs and a dedication to meeting their expectations	<ul style="list-style-type: none"> • Acts in the best interests of the customer; • Identifies the customer's actual needs and is dedicated to satisfying those needs; • Takes every customer complaint, problem or desire seriously and attempts to take appropriate action; • Takes initiative to source relevant information regarding trends and 'best in class' practices.

1	Delivery focus	Mandatory	Dedicated to delivering what is promised, ensuring that results are on time, on budget and to agreed quality standards.	<ul style="list-style-type: none"> • Manages own time effectively, handling multiple demands; • Makes clear agreements about what should be delivered and when; • Efficiently achieves objectives; • Takes care and pride in the services and products delivered; • Develops the required knowledge for the assignment.
	Profitability focus	Not mandatory	Dedicated to delivering the commercial targets of Atos and identifying opportunities to grow the business.	<ul style="list-style-type: none"> • Monitors and controls costs; • Creates sound cost-benefit analyses; • Generates customer enthusiasm around new products or services.
	Team working	Not mandatory	Working together by involving others in goals and plans, sharing knowledge, taking a positive role in teambuilding and seeking opportunities for cross functional working and collaboration.	<ul style="list-style-type: none"> • Contributes to effective communication and cooperation in a fixed and stable team; • Demonstrates an active interest in the viewpoints of all team members; • Shares relevant information with team members; • Considers the interest of the group, placing the common goal above own goal; • Cooperates effectively with both customers and internal team members.
	Communication	Mandatory	Communicating clearly, concisely and with passion to persuade and influence, while also seeking feedback, listening, and demonstrating understanding of others' viewpoints.	<ul style="list-style-type: none"> • Uses clear language to ensure others understand what is being communicated; • Clear and to the point in written communication; • Communicates with high impact; • Able to effectively support messages with sufficient examples and graphical materials.
	People focus	Not mandatory	Valuing the diverse attitudes, needs and perspectives of colleagues, recognizing people's contributions by providing regular feedback, helping people to develop and grow and enabling the enjoyment of work.	<ul style="list-style-type: none"> • Demonstrates respect for individuals; • Transfers relevant information to colleagues; • Demonstrates interest in the opinions of others.
	Dynamic	Not mandatory	Presenting a clear vision of what can be achieved, inspiring others and pursuing goals with vigor and tenacity.	<ul style="list-style-type: none"> • Endeavors to put ideas into action; • Proposes creative 'out of the box' solutions to problems.
	Creativity	Not mandatory	Identifying effective solutions for clients through selecting the best combination of existing practices and innovative approaches or ideas.	<ul style="list-style-type: none"> • Attempts to identify the underlying causes of problems; • Attempts to identify the full range of potential solutions; • Ability to separate high priority issues from side-issues; • Ability to weigh up the advantages and disadvantages of alternative solutions; • Has an open mind towards new ideas and new ways of problem solving.

1	Integrity	Mandatory	Acting as a role model for others by demonstrating professionalism, personal commitment & dedication, integrity & truthfulness.	<ul style="list-style-type: none"> • Makes realistic promises that are achievable; • Is open and honest regarding problems and mistakes; • Ensures that confidential information remains confidential; • Behaves consistently and can communicate own opinion effectively; • Respects the confidentiality of information and concerns shared by others.
	Personal Development	Mandatory	Continuously reviewing and improving personal skills, seeking challenging opportunities to stimulate personal development and growth.	<ul style="list-style-type: none"> • Is open to constructive feedback; • Learns from both successes and failures; • Takes action to improve personal skills and competencies; • Acts according to what he or she believes is the right course of action.
	Flexibility	Not mandatory	Taking a flexible approach, revising plans and decisions in the light of new information and changing circumstances, dealing positively with organizational change.	<ul style="list-style-type: none"> • Works effectively in situations which are uncertain or ambiguous; • Can easily change focus from one task to another within own area of responsibility; • Responds quickly to changing priorities within own area of responsibility.
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	Creativity	Not mandatory	Identifying effective solutions for clients through selecting the best combination of existing practices and innovative approaches or ideas.	• Attempts to identify the underlying causes of problems; • Attempts to identify the full range of potential solutions; • Ability to separate high priority issues from side-issues; • Ability to weigh up the advantages and disadvantages of alternative solutions;

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	Integrity	Mandatory	Acting as a role model for others by demonstrating professionalism, personal commitment & dedication, integrity & truthfulness.	<ul style="list-style-type: none"> • Makes realistic promises that are achievable; • Is open and honest regarding problems and mistakes; • Ensures that confidential information remains confidential; • Behaves consistently and can communicate own opinion effectively; • Respects the confidentiality of information and concerns shared by others.
	Personal Development	Mandatory	Continuously reviewing and improving personal skills, seeking challenging opportunities to stimulate personal development and growth.	<ul style="list-style-type: none"> • Is open to constructive feedback; • Learns from both successes and failures; • Takes action to improve personal skills and competencies; • Acts according to what he or she believes is the right course of action.
	Flexibility	Not mandatory	Taking a flexible approach, revising plans and decisions in the light of new information and changing circumstances, dealing positively with organizational change.	<ul style="list-style-type: none"> • Works effectively in situations which are uncertain or ambiguous; • Can easily change focus from one task to another within own area of responsibility; • Responds quickly to changing priorities within own area of responsibility.
4	Client focus	Mandatory	Committed to building excellent, long-term relationships with customers, based on a full understanding of their needs and a dedication to meeting their expectations	<ul style="list-style-type: none"> • Proactively seeks customer feedback and takes appropriate action; • Proactively approaches the customer for feedback; • Always considers the impact of decisions and actions on the customer; • Perceives issues from the point of view of the customer; is pro-active and raises different options, exceeding the customer expectations; • Effectively manages customer expectations.
	Delivery focus	Not mandatory	Dedicated to delivering what is promised, ensuring that results are on time, on budget and to agreed quality standards.	<ul style="list-style-type: none"> • Takes a highly organized approach to delivery; • Demonstrates a clear commitment to delivery; • Demonstrates responsibility for reaching agreed targets; • Is persistent, even when experiencing resistance or setbacks; • Calls others to account, when necessary, on failing to achieve an agreed result; • Continually measures progress against targets and deadlines in addition to quality standards.
	Profitability focus	Not mandatory	Dedicated to delivering the commercial targets of Atos and identifying opportunities to grow the business.	<ul style="list-style-type: none"> • Understands the implications of decisions and actions on overall business profitability; • Identifies and addresses potential threats to the delivery of existing business; • Makes positive contributions to business growth; • Seeks new solutions for the existing portfolio and initiates proposals for portfolio expansion;

4				<ul style="list-style-type: none"> Proposes deals and partnerships to potentials customers, suppliers and business partners; Networks to the benefit of the business.
	Team working	Mandatory	Working together by involving others in goals and plans, sharing knowledge, taking a positive role in teambuilding and seeking opportunities for cross functional working and collaboration.	<ul style="list-style-type: none"> Ensures that all team members have the opportunity to contribute; Takes ownership and follows through on team decisions and actions; Calls team members to account, even in complex or sensitive situations; Facilitates discussion and compromise to establish agreed decisions and actions; Effectively motivates other members of the team.
	Communication	Not mandatory	Communicating clearly, concisely and with passion to persuade and influence, while also seeking feedback, listening, and demonstrating understanding of others' viewpoints.	<ul style="list-style-type: none"> Expresses own position clearly and concisely in meetings; Persuasive and influential in presenting plans and ideas; Demonstrates attentiveness to others through listening, questioning and summarizing; Demonstrates sensitivity to subtle verbal and non-verbal cues from others; Ensures that other members of the team are sufficiently informed.
	People focus	Not mandatory	Valuing the diverse attitudes, needs and perspectives of colleagues, recognizing people's contributions by providing regular feedback, helping people to develop and grow and enabling the enjoyment of work.	<ul style="list-style-type: none"> Demonstrates a genuine interest in people; Attempts to establish the reasons behind the behavior of others; Challenges problems rather than challenging people; Is aware of people motivators and de-motivators; Stimulates others to grow and develop.
	Dynamic	Not mandatory	Presenting a clear vision of what can be achieved, inspiring others and pursuing goals with vigor and tenacity.	<ul style="list-style-type: none"> Presents a clear vision of what can realistically be achieved; Expresses confidence and enthusiasm for new ideas; Pursues goals with energy and vigor; Encourages others play an active role in the changing situations.
	Creativity	Mandatory	Identifying effective solutions for clients through selecting the best combination of existing practices and innovative approaches or ideas.	<ul style="list-style-type: none"> Adapts existing solutions for new problems or situations; Makes realistic decisions about regarding the best solution to pursue; Produces unique or imaginative responses to a problem; Demonstrates a personal ability to apply creativity in problem solving; Discusses different aspects of problems to bring more structure in complex situations; Has the capability to present a clear business case.
	Integrity	Not mandatory	Acting as a role model for others by demonstrating professionalism, personal commitment & dedication, integrity & truthfulness.	<ul style="list-style-type: none"> Works to high standards of personal and professional ethics; Clearly indicates own opinion or standpoint, effectively managing the expectations of others; Takes responsibility for own actions.

	Personal Development	Not mandatory	Continuously reviewing and improving personal skills, seeking challenging opportunities to stimulate personal development and growth.	<ul style="list-style-type: none"> • Proactively requests feedback from others to identify personal development opportunities and takes appropriate action; • Takes responsibility for managing own development; • Recognizes own strengths and weaknesses; • Takes time to reflect on personal behavior and actions.
	Flexibility	Mandatory	Taking a flexible approach, revising plans and decisions in the light of new information and changing circumstances, dealing positively with organizational change.	<ul style="list-style-type: none"> • Adapts to changing circumstances and new information that impacts goals and plans; • Can play several different roles simultaneously according to the specific situation; • Smoothly adapts to way of working within a new (customer) environment; • Experiments with new ways of doing things; • Takes a positive approach to dealing with change.
5	Client focus	Mandatory	Committed to building excellent, long-term relationships with customers, based on a full understanding of their needs and a dedication to meeting their expectations	<ul style="list-style-type: none"> • Proactively seeks customer feedback and takes appropriate action; • Proactively approaches the customer for feedback; • Always considers the impact of decisions and actions on the customer; • Perceives issues from the point of view of the customer; is pro-active and raises different options, exceeding the customer expectations; • Effectively manages customer expectations.
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	Profitability focus	Not mandatory	Dedicated to delivering the commercial targets of Atos and identifying opportunities to grow the business.	<ul style="list-style-type: none"> • Understands the implications of decisions and actions on overall business profitability; • Identifies and addresses potential threats to the delivery of existing business; • Makes positive contributions to business growth; • Seeks new solutions for the existing portfolio and initiates proposals for portfolio expansion; • Proposes deals and partnerships to potential customers, suppliers and business partners; • Networks to the benefit of the business.
	Team working	Mandatory	Working together by involving others in goals and plans, sharing knowledge, taking a positive role in teambuilding and seeking	<ul style="list-style-type: none"> • Ensures that all team members have the opportunity to contribute; • Takes ownership and follows through on team decisions and actions;

5			opportunities for cross functional working and collaboration.	<ul style="list-style-type: none"> • Calls team members to account, even in complex or sensitive situations; • Facilitates discussion and compromise to establish agreed decisions and actions; • Effectively motivates other members of the team.
	Communication	Not mandatory	Communicating clearly, concisely and with passion to persuade and influence, while also seeking feedback, listening, and demonstrating understanding of others' viewpoints.	<ul style="list-style-type: none"> • Expresses own position clearly and concisely in meetings; • Persuasive and influential in presenting plans and ideas; • Demonstrates attentiveness to others through listening, questioning and summarizing; • Demonstrates sensitivity to subtle verbal and non-verbal cues from others; • Ensures that other members of the team are sufficiently informed.
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	Flexibility	Mandatory	Taking a flexible approach, revising plans and decisions in the light of new information and changing circumstances, dealing positively with organizational change.	<ul style="list-style-type: none"> • Adapts to changing circumstances and new information that impacts goals and plans; • Can play several different roles simultaneously according to the specific situation; • Smoothly adapts to way of working within a new (customer) environment; • Experiments with new ways of doing things; • Takes a positive approach to dealing with change.
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	Team working	Mandatory	Working together by involving others in goals and plans, sharing knowledge, taking a positive role in teambuilding and seeking opportunities for cross functional working and collaboration.	<ul style="list-style-type: none"> • Ensures that all team members have the opportunity to contribute; • Takes ownership and follows through on team decisions and actions; • Calls team members to account, even in complex or sensitive situations; • Facilitates discussion and compromise to establish agreed decisions and actions; • Effectively motivates other members of the team.

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7	Client focus	Mandatory	Committed to building excellent, long-term relationships with customers, based on a full understanding of their needs and a dedication to meeting their expectations	<ul style="list-style-type: none"> • Builds relationships with customers based on mutual trust and respect; • Knows the client organization and understands how decisions are made; • Maintains constructive relationships with customers even when issues arise; • Is seen as a well respected sparring partner at different levels of the client organization; • Monitors performance targets and deadlines in addition to quality standards and takes appropriate action if necessary; • Tailors Atos products to best-fit customer needs.
	Delivery focus	Not mandatory	Dedicated to delivering what is promised, ensuring that results are on time, on budget and to agreed quality standards.	<ul style="list-style-type: none"> • Regularly discusses goals and expectations with all relevant people; • Removes obstacles for others ensuring continuous focus on end goal; • Maintains a view of the wider picture, even in very complex situations, evaluating interim results; and their effect on achieving the overall goal.
	Profitability focus	Mandatory	Dedicated to delivering the commercial targets of Atos and identifying opportunities to grow the business.	<ul style="list-style-type: none"> • Identifies and communicates opportunities for additional business with the customer; • Consistently identifies and pursues opportunities to create added value for both the client and Atos; • Initiates new business by contributing ideas to (strategic) decisions about business processes at the customer site; • Stimulates entrepreneurial behaviors in others; • Demonstrates willingness to take calculated risks to achieve business advantage; • Acts proactively towards developing the business.
	Team working	Not mandatory	Working together by involving others in goals and plans, sharing knowledge, taking a positive role in teambuilding and seeking opportunities for cross functional working and collaboration.	<ul style="list-style-type: none"> • Contributes to effective collaboration under large and complex conditions (with diverse and continuous changing teams); • Promotes cross-functional team working; • Utilizes both diversity and communalities within a team; • Ensures that common goals are explicit for each team member; • Actively seeks opportunities to strengthen collaboration between groups; • Appreciates group dynamics and achievement of team results.
	Communication	Not mandatory	Communicating clearly, concisely and with passion to persuade and influence, while also seeking feedback, listening, and demonstrating understanding of	<ul style="list-style-type: none"> • Selects appropriate methods of communication to suit the message, purpose and intended audience; • Effectively summarizes complex and abstract information to communicate a clear understanding

		others' viewpoints.	across different audiences; • Wins the commitment of influential colleagues within the organization for new plans and ideas; • Presents the necessity of the chosen direction inspiring and convincing others.
People focus	Mandatory	Valuing the diverse attitudes, needs and perspectives of colleagues, recognizing people's contributions by providing regular feedback, helping people to develop and grow and enabling the enjoyment of work.	• Recognizes and appreciates cultural differences amongst people; • Encourages everyone to feel that they belong and add value; • Supports others to learn and develop; • Helps employees to obtain a better understanding of their strengths and weaknesses, interests and ambitions; • Enables and encourages the enjoyment of work; • Encourages positive and constructive feedback on performance.
Dynamic	Mandatory	Presenting a clear vision of what can be achieved, inspiring others and pursuing goals with vigor and tenacity.	• Demonstrates courage in pursuing goals and objectives; • Identifies and overcomes barriers to success; • Inspires others towards a clear future direction; • Inspires others to take action; • Acts as an effective sponsor for major change initiatives.
Creativity / Creative Prgmatism	Not mandatory	Identifying effective solutions for clients through selecting the best combination of existing practices and innovative approaches or ideas.	• Presents unusual and original points of view, raising new ideas that provide a breakthrough for existing contexts; • Creates synergy between own ideas and those of others to create innovative propositions; • Ability to judge complex risk analyses and translate into possible solutions; • Has a clear vision on factors that play an important role in the strategic decision making process within the organization; • Initiates and drives the development of innovative products and services; • Recognizes unsuccessful innovations as learning opportunities for future initiatives.
Integrity	Not mandatory	Acting as a role model for others by demonstrating professionalism, personal commitment & dedication, integrity & truthfulness.	• A high level of consistency between communications and actions; • Recognizes potential areas of conflict and acts as a role model in creating resolutions; • Takes responsibility for own interest and interest of subordinates/team.
Personal Development	Not mandatory	Continuously reviewing and improving personal skills, seeking challenging opportunities to stimulate personal development and growth.	• Seeks challenging opportunities within current working environment to stimulate own development; • Understands the consequences and responsibility of being a

8	Flexibility	Not mandatory	Taking a flexible approach, revising plans and decisions in the light of new information and changing circumstances, dealing positively with organizational change.	<p>role model.</p> <ul style="list-style-type: none"> • Remains effective, even in a dynamic environment; • Initiates change to promote continuous improvement; • Responds quickly and adequately to new and unexpected demands from customers or actions from the competition; • Supports others in adjusting to change.
	Client focus	Mandatory	Committed to building excellent, long-term relationships with customers, based on a full understanding of their needs and a dedication to meeting their expectations	<ul style="list-style-type: none"> • Builds relationships with customers based on mutual trust and respect; • Knows the client organization and understands how decisions are made; • Maintains constructive relationships with customers even when issues arise; • Is seen as a well respected sparring partner at different levels of the client organization; • Monitors performance targets and deadlines in addition to quality standards and takes appropriate action if necessary; • Tailors Atos products to best-fit customer needs.
	Delivery focus	Not mandatory	Dedicated to delivering what is promised, ensuring that results are on time, on budget and to agreed quality standards.	<ul style="list-style-type: none"> • Regularly discusses goals and expectations with all relevant people; • Removes obstacles for others ensuring continuous focus on end goal; • Maintains a view of the wider picture, even in very complex situations, evaluating interim results; and their effect on achieving the overall goal.
	Profitability focus	Mandatory	Dedicated to delivering the commercial targets of Atos and identifying opportunities to grow the business.	<ul style="list-style-type: none"> • Identifies and communicates opportunities for additional business with the customer; • Consistently identifies and pursues opportunities to create added value for both the client and Atos ; • Initiates new business by contributing ideas to (strategic) decisions about business processes at the customer site; • Stimulates entrepreneurial behaviors in others; • Demonstrates willingness to take calculated risks to achieve business advantage; • Acts proactively towards developing the business.
	Team working	Not mandatory	Working together by involving others in goals and plans, sharing knowledge, taking a positive role in teambuilding and seeking opportunities for cross functional working and collaboration.	<ul style="list-style-type: none"> • Contributes to effective collaboration under large and complex conditions (with diverse and continuous changing teams); • Promotes cross-functional team working; • Utilizes both diversity and communalities within a team; • Ensures that common goals are explicit for each team

8				<p>member;</p> <ul style="list-style-type: none"> • Actively seeks opportunities to strengthen collaboration between groups; • Appreciates group dynamics and achievement of team results.
	Communication	Not mandatory	Communicating clearly, concisely and with passion to persuade and influence, while also seeking feedback, listening, and demonstrating understanding of others' viewpoints.	<ul style="list-style-type: none"> • Selects appropriate methods of communication to suit the message, purpose and intended audience; • Effectively summarizes complex and abstract information to communicate a clear understanding across different audiences; • Wins the commitment of influential colleagues within the organization for new plans and ideas; • Presents the necessity of the chosen direction inspiring and convincing others.
	People focus	Mandatory	Valuing the diverse attitudes, needs and perspectives of colleagues, recognizing people's contributions by providing regular feedback, helping people to develop and grow and enabling the enjoyment of work.	<ul style="list-style-type: none"> • Recognizes and appreciates cultural differences amongst people; • Encourages everyone to feel that they belong and add value; • Supports others to learn and develop; • Helps employees to obtain a better understanding of their strengths and weaknesses, interests and ambitions; • Enables and encourages the enjoyment of work; • Encourages positive and constructive feedback on performance.
	Dynamic	Mandatory	Presenting a clear vision of what can be achieved, inspiring others and pursuing goals with vigor and tenacity.	<ul style="list-style-type: none"> • Demonstrates courage in pursuing goals and objectives; • Identifies and overcomes barriers to success; • Inspires others towards a clear future direction; • Inspires others to take action; • Acts as an effective sponsor for major change initiatives.
	Creativity	Not mandatory	Identifying effective solutions for clients through selecting the best combination of existing practices and innovative approaches or ideas.	<ul style="list-style-type: none"> • Presents unusual and original points of view, raising new ideas that provide a breakthrough for existing contexts; • Creates synergy between own ideas and those of others to create innovative propositions; • Ability to judge complex risk analyses and translate into possible solutions; • Has a clear vision on factors that play an important role in the strategic decision making process within the organization; • Initiates and drives the development of innovative products and services; • Recognizes unsuccessful innovations as learning opportunities for future initiatives.

8	Integrity	Not mandatory	Acting as a role model for others by demonstrating professionalism, personal commitment & dedication, integrity & truthfulness.	<ul style="list-style-type: none"> • A high level of consistency between communications and actions; • Recognizes potential areas of conflict and acts as a role model in creating resolutions; • Takes responsibility for own interest and interest of subordinates/team.
	Personal Development	Not mandatory	Continuously reviewing and improving personal skills, seeking challenging opportunities to stimulate personal development and growth.	<ul style="list-style-type: none"> • Seeks challenging opportunities within current working environment to stimulate own development; • Understands the consequences and responsibility of being a role model.
	Flexibility	Not mandatory	Taking a flexible approach, revising plans and decisions in the light of new information and changing circumstances, dealing positively with organizational change.	<ul style="list-style-type: none"> • Remains effective, even in a dynamic environment; • Initiates change to promote continuous improvement; • Responds quickly and adequately to new and unexpected demands from customers or actions from the competition; • Supports others in adjusting to change.
9	Client focus	Mandatory	Committed to building excellent, long-term relationships with customers, based on a full understanding of their needs and a dedication to meeting their expectations	<ul style="list-style-type: none"> • Builds relationships with customers based on mutual trust and respect; • Knows the client organization and understands how decisions are made; • Maintains constructive relationships with customers even when issues arise; • Is seen as a well respected sparring partner at different levels of the client organization; • Monitors performance targets and deadlines in addition to quality standards and takes appropriate action if necessary; • Tailors Atos products to best-fit customer needs.
	Delivery focus	Not mandatory	Dedicated to delivering what is promised, ensuring that results are on time, on budget and to agreed quality standards.	<ul style="list-style-type: none"> • Regularly discusses goals and expectations with all relevant people; • Removes obstacles for others ensuring continuous focus on end goal; • Maintains a view of the wider picture, even in very complex situations, evaluating interim results; and their effect on achieving the overall goal.
	Profitability focus	Mandatory	Dedicated to delivering the commercial targets of Atos and identifying opportunities to grow the business.	<ul style="list-style-type: none"> • Identifies and communicates opportunities for additional business with the customer; • Consistently identifies and pursues opportunities to create added value for both the client and Atos ; • Initiates new business by contributing ideas to (strategic) decisions about business processes at the customer site; • Stimulates entrepreneurial behaviors in others; • Demonstrates willingness to take calculated risks to achieve

			business advantage; • Acts proactively towards developing the business.
Team working	Not mandatory	Working together by involving others in goals and plans, sharing knowledge, taking a positive role in teambuilding and seeking opportunities for cross functional working and collaboration.	<ul style="list-style-type: none"> • Contributes to effective collaboration under large and complex conditions (with diverse and continuous changing teams); • Promotes cross-functional team working; • Utilizes both diversity and communalities within a team; • Ensures that common goals are explicit for each team member; • Actively seeks opportunities to strengthen collaboration between groups; • Appreciates group dynamics and achievement of team results.
Communication	Not mandatory	Communicating clearly, concisely and with passion to persuade and influence, while also seeking feedback, listening, and demonstrating understanding of others' viewpoints.	<ul style="list-style-type: none"> • Selects appropriate methods of communication to suit the message, purpose and intended audience; • Effectively summarizes complex and abstract information to communicate a clear understanding across different audiences; • Wins the commitment of influential colleagues within the organization for new plans and ideas; • Presents the necessity of the chosen direction inspiring and convincing others.
People focus	Mandatory	Valuing the diverse attitudes, needs and perspectives of colleagues, recognizing people's contributions by providing regular feedback, helping people to develop and grow and enabling the enjoyment of work.	<ul style="list-style-type: none"> • Recognizes and appreciates cultural differences amongst people; • Encourages everyone to feel that they belong and add value; • Supports others to learn and develop; • Helps employees to obtain a better understanding of their strengths and weaknesses, interests and ambitions; • Enables and encourages the enjoyment of work; • Encourages positive and constructive feedback on performance.
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9				<ul style="list-style-type: none"> • Has a clear vision on factors that play an important role in the strategic decision making process within the organization; • Initiates and drives the development of innovative products and services; • Recognizes unsuccessful innovations as learning opportunities for future initiatives.
	Integrity	Not mandatory	Acting as a role model for others by demonstrating professionalism, personal commitment & dedication, integrity & truthfulness.	<ul style="list-style-type: none"> • A high level of consistency between communications and actions; • Recognizes potential areas of conflict and acts as a role model in creating resolutions; • Takes responsibility for own interest and interest of subordinates/team.
	Personal Development	Not mandatory	Continuously reviewing and improving personal skills, seeking challenging opportunities to stimulate personal development and growth.	<ul style="list-style-type: none"> • Seeks challenging opportunities within current working environment to stimulate own development; • Understands the consequences and responsibility of being a role model.
	Flexibility	Not mandatory	Taking a flexible approach, revising plans and decisions in the light of new information and changing circumstances, dealing positively with organizational change.	<ul style="list-style-type: none"> • Remains effective, even in a dynamic environment; • Initiates change to promote continuous improvement; • Responds quickly and adequately to new and unexpected demands from customers or actions from the competition; • Supports others in adjusting to change.
Executive level	Client focus	Mandatory	Committed to building excellent, long-term relationships with customers, based on a full understanding of their needs and a dedication to meeting their expectations	<ul style="list-style-type: none"> • Builds relationships with customers based on mutual trust and respect; • Knows the client organization and understands how decisions are made; • Maintains constructive relationships with customers even when issues arise; • Is seen as a well respected sparring partner at different levels of the client organization; • Monitors performance targets and deadlines in addition to quality standards and takes appropriate action if necessary; • Tailors Atos products to best-fit customer needs.
	Delivery focus	Not mandatory	Dedicated to delivering what is promised, ensuring that results are on time, on budget and to agreed quality standards.	<ul style="list-style-type: none"> • Regularly discusses goals and expectations with all relevant people; • Removes obstacles for others ensuring continuous focus on end goal; • Maintains a view of the wider picture, even in very complex situations, evaluating interim results; and their effect on achieving the overall goal.
	Profitability focus	Mandatory	Dedicated to delivering the	<ul style="list-style-type: none"> • Identifies and communicates opportunities for additional

Executive level			commercial targets of Atos and identifying opportunities to grow the business.	business with the customer; <ul style="list-style-type: none"> • Consistently identifies and pursues opportunities to create added value for both the client and Atos ; • Initiates new business by contributing ideas to (strategic) decisions about business processes at the customer site; • Stimulates entrepreneurial behaviors in others; • Demonstrates willingness to take calculated risks to achieve business advantage; • Acts proactively towards developing the business.
	Team working	Not mandatory	Working together by involving others in goals and plans, sharing knowledge, taking a positive role in teambuilding and seeking opportunities for cross functional working and collaboration.	<ul style="list-style-type: none"> • Contributes to effective collaboration under large and complex conditions (with diverse and continuous changing teams); • Promotes cross-functional team working; • Utilizes both diversity and communalities within a team; • Ensures that common goals are explicit for each team member; • Actively seeks opportunities to strengthen collaboration between groups; • Appreciates group dynamics and achievement of team results.
	Communication	Not mandatory	Communicating clearly, concisely and with passion to persuade and influence, while also seeking feedback, listening, and demonstrating understanding of others' viewpoints.	<ul style="list-style-type: none"> • Selects appropriate methods of communication to suit the message, purpose and intended audience; • Effectively summarizes complex and abstract information to communicate a clear understanding across different audiences; • Wins the commitment of influential colleagues within the organization for new plans and ideas; • Presents the necessity of the chosen direction inspiring and convincing others.
	People focus	Mandatory	Valuing the diverse attitudes, needs and perspectives of colleagues, recognizing people's contributions by providing regular feedback, helping people to develop and grow and enabling the enjoyment of work.	<ul style="list-style-type: none"> • Recognizes and appreciates cultural differences amongst people; • Encourages everyone to feel that they belong and add value; • Supports others to learn and develop; • Helps employees to obtain a better understanding of their strengths and weaknesses, interests and ambitions; • Enables and encourages the enjoyment of work; • Encourages positive and constructive feedback on performance.
	Dynamic	Mandatory	Presenting a clear vision of what can be achieved, inspiring others and pursuing goals with vigor and	<ul style="list-style-type: none"> • Demonstrates courage in pursuing goals and objectives; • Identifies and overcomes barriers to success; • Inspires others towards a clear future direction;

Executive level			tenacity.	<ul style="list-style-type: none"> • Inspires others to take action; • Acts as an effective sponsor for major change initiatives.
	Creativity	Not mandatory	Identifying effective solutions for clients through selecting the best combination of existing practices and innovative approaches or ideas.	<ul style="list-style-type: none"> • Presents unusual and original points of view, raising new ideas that provide a breakthrough for existing contexts; • Creates synergy between own ideas and those of others to create innovative propositions; • Ability to judge complex risk analyses and translate into possible solutions; • Has a clear vision on factors that play an important role in the strategic decision making process within the organization; • Initiates and drives the development of innovative products and services; • Recognizes unsuccessful innovations as learning opportunities for future initiatives.
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