

Core Attributes



PERFORMANCE MANAGEMENT

HOW WE ENGAGE OUR PEOPLE – HONOR OUR COMMITMENTS – VALUE OUR CUSTOMERS – CREATE OUR FUTURE		
CORE CATEGORIES	ATTRIBUTE EXAMPLES	DESCRIPTIONS

This Core Attribute document is divided into three columns: *Core Attribute Categories*, *Attribute Examples within each Category*, and *Descriptions*. When completing the Performance Review, both the Employee and Manager should refer to the attributes across the three core attribute categories and summarize how goals were performed against each.

- **Core Attribute Category Column** –describes what is at the heart of who we are and how we work. When completing the Core Attributes section of the Performance and Planning Form, provide examples of how goals were achieved against these three categories.
- **Attribute Examples Column** – contains a list of attributes that fall within the three categories and should be used to describe the associated core attribute category as appropriate.
- **Description Column** – provides a more detailed description of each of the core attributes.

Our Core Attributes define how we deliver on our goals,
engage our people, honor our commitments, value our
customers and create our future.

Dow Jones & Company

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CORE CATEGORIES	ATTRIBUTE EXAMPLES	DESCRIPTIONS
DEVELOP STRATEGY: PROVIDING DIRECTION AND PURPOSE	Judgment	Spotting the Issues – identifies issues that allow for new opportunities and problems to be addressed ahead of time
		Unique Lens – approaches situations in a new or different way and allows a more creative approach or outcome, while maintaining a pragmatic focus
		Analytical Rigor – adopts a sharp and rigorous approach to problems and identifies key issues within a situation
		Problem Resolution – moves comfortably between decisiveness and reflection to form clear decisions on issues which enable oneself and others to act
	Strategic Thinking and Tactical Leadership	Knowledge – demonstrates a solid understanding of what is required and develops a sound approach to translate knowledge into action
		Strategic Leadership – creates a shared purpose, vision, and direction for group
		Line of Sight – communicates company goals to help individuals set priorities aligned with team, departmental and company objectives
		Motivation – motivates, recognizes contributions, and provides direction and ongoing feedback to individuals and teams to attain their goals
	Influence	Self-awareness – knows one’s own strengths and limitations and is effective at using personal insight to influence the culture
		Environmental Radar – knows how to get things done in the organization, is aware of the impact on others, and flexes one’s own style and approach as appropriate
		Range of Influence – has a range of interpersonal skills that allows oneself to have influence; understands the attitudes and views of others and addresses these when trying to articulate persuasive ideas
		Common Understanding – appreciates the diverse needs, styles, and feelings of others and acts accordingly to find a common ground with a shared understanding

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MANAGE RELATIONSHIPS: UNDERSTANDING, WORKING WITH, AND DEVELOPING OTHERS	Managing Up, Down, and Across the Organization	Knows When and How to Involve the Boss – attains all the relevant information of a situation, and knows when and how to seek out input from the boss
		Relationships – develops and maintains good working relationships with others by finding a common ground for the benefit of the company
		Communication – communicates information down, out and up by explaining and understanding broader business objectives, and provides appropriate context tailored to the audience
		Professionalism – treats others with respect, and builds trust and rapport while demonstrating candor with peers
	Teamwork and Willingness to Roll Up Sleeves	Teamwork - contributes to the group with different skills and expresses individual interests and opinions in order to achieve common goal
		Cross-functioning – fosters cross-functional and cross-business teamwork within, and outside of, the line of formal authority
		Morale – builds and promotes both team and peer morale
		Commitment – contributes outside the scope of the job, and demonstrates consistent effort, intense team commitment, and a willingness to go above and beyond what is needed
	Writing, Speaking and Listening Effectively	Presentation – writes, speaks and presents information effectively, clearly, and with brevity
		Communication – communicates to improve understanding, decision-making, and performance
		Authenticity – willing to ask and honestly answer the tough questions; treats others’ opinions with respect, fosters candid discussions, and articulates one’s own ideas with credibility
		Active Listening – understands the value of listening to others, thinks before speaking, and seeks to understand by using questions, rather than statements, to communicate ideas or positions
		Responsiveness – responds to email and voice mail messages in a timely and well-thought-out manner, and demonstrates awareness of appropriate email etiquette
	Finding, Orienting and Developing People	Raising the Bar – hires and refers talent with the same uncompromising quality that’s expected from those with whom one works currently
		Support – assists in orienting, assimilating, and inspiring talent across the company in a personalized way
		Development – provides job-relevant learning, developmental experiences and feedback to enhance the individual performance, development and growth of those one manages and works with
		Leads by Example – demonstrates discretion, maintains confidence, and balances delegation with leadership involvement

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DRIVE RESULTS: GETTING THINGS DONE, OVERCOMING ADVERSITY	Drive	Drive to Have Impact – is motivated to “leave a mark” on the culture of the company
		Personal Initiative – leads by example by being self-motivated; is independent in thought, imagination, courage, and curiosity; takes initiative without being asked and challenges the status quo
		Self-assurance – faces problems and obstacles with optimism, confidence and resilience, and possesses a deep-seated belief in one’s ability to achieve a goal in the face of setbacks
	Self Development	Action – understands personal strengths and developmental needs and initiates self-development actions
		Attitude – maintains a positive, can-do attitude
		Spread the Word – seeks and shares job-relevant learning, developmental experiences and feedback to enhance performance
		Planning and Prioritization – plans efficiently while avoiding analysis paralysis; knows how to take smart risks and sets achievable project plans and milestones
	Customer Focus	Orientation – provides quality and speed in the customer experience to promote a total service organization
		Relationships – manages deep, on-going relationships built on trust
		Anticipation – proactively anticipates customer needs and identifies their specific requirements
		Brand Awareness – commits to an environment where uncompromising journalistic and business integrity is woven into our actions and translates through our company brand
	Resilience	Stay Calm – handles unexpected events calmly and successfully copes with unintended consequences
		Taking Action – looks immediately for problem resolution rather than placing blame, and knows when to take an issue to a higher level
		Environment – maintains an approachable attitude that makes it easy for others