

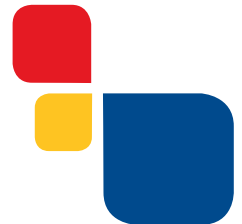


Foresters Competencies

Focus on performance

Commitment to accountability

Dedication to service



Foresters Cultural Attributes

Focused on the producer as customer

Focused on doing a few things well

Risk tolerant

Quick and decisive

Results-driven

Personally accountable

Foresters Vision

Through product and marketing excellence, service capabilities and a sales culture, we will attract independent sales producers and grow our membership profitably.

Focus on performance

Passion

- Continually develops an understanding of the “business” at an enterprise-wide level.
- Maintains an intense and deliberate focus.
- Effectively determines, defines and advances the organization’s most important priorities.
- Sets standards with an understanding of the industry and competitors.
- Invests time and energy on the right issues to drive success of the organization.
- Challenges conventional thinking.

Results Orientation

- Gets things done.
- Achieves the required results while striving to excel at every opportunity.
- Sets challenging targets and continually raises the bar for self and others.
- Is determined and driven; remains focused on end results.
- Understands and balances both the short-and long-term impact of decisions, actions and priorities.
- Delivers on promises.

Decisiveness

- Engages the appropriate stakeholders to enhance own analysis and decision-making.
- Makes timely decisions with regard to the appropriate course of action.
- Establishes appropriate timelines, benchmarks and measurements.
- Demonstrates an ability to meet tight deadlines under pressure; knows when to go with “roughly right.”
- Respects decisions made by executing on agreed-upon actions.
- Willing to make mid-course corrections.

Commitment to accountability

Integrity

- Is honest, open and trustworthy.
- Treats others with courtesy and respect, even in difficult or emotional situations.
- Accepts only the highest of ethical standards.
- Pays attention to how things get done, not just to the end result.
- Is open-minded and values the diverse opinions, styles and backgrounds of others.
- Encourages ethical behaviour and integrity in others.

Personal Accountability

- Actions and behaviours are consistent with words.
- Handles difficult situations with poise and self-assurance.
- Delegates confidently and willingly. Right person, right time, right job.
- Willingly seeks and accepts personal accountability.
- Tactfully removes obstacles that interfere with achieving organizational targets.
- Holds others accountable to agreed-upon goals and objectives.

Sharing Knowledge

- Uses sound judgment to identify and share information that is relevant and timely.
- Communicates relevant information regularly within teams and across business units.
- Delivers timely, constructive and candid feedback.
- Champions the growth and development of others.
- Fairly assesses performance and holds people accountable.
- Receives personal feedback in an open and responsive manner.

Dedication to service

Customer Focus

- Seeks opportunities to continuously learn about customers; their priorities and their expectations.
- Maintains an outside perspective.
- Takes ownership and responsibility for resolving customer concerns.
- Displays high energy, passion and a positive attitude.
- Understands the value of customer satisfaction in driving success.
- Assigns a high priority to customer service excellence.

Innovation

- Demonstrates flexibility and personally embraces change.
- Creates an environment conducive to change.
- Takes well-considered yet bold personal risks and encourages others to do the same.
- Encourages innovation, creativity and “out-of-the-box” thinking.
- Views mistakes and shortfalls as opportunities for learning and growth.
- Consistently looks for new and better ways to get improved results.

Collaboration

- Builds positive relationships by creating an environment of trust, cooperation and openness.
- Works with and through others to achieve common goals and objectives.
- Moves comfortably between roles of team member and team leader, as the situation requires.
- Shares both successes and difficulties with individuals and teams.
- Encourages debate and resolves conflicts creatively and positively.
- Actively listens to and understands others’ points of view.