

**LEADERSHIP AT TARGET CORPORATION**

<b>Es of Excellence</b>	<b>Leadership Dimensions</b>
<p><b>Energy</b>                      Courageous; strong bias for action; a drive for speed; will do whatever it takes to get the job done.  <b>Wb (&gt;55), Ac &amp;/or Ai (&gt;60)</b></p>	<p><b>Demonstrate Accountability</b>                      Honestly assesses him- or herself; understands strengths and developmental opportunities; solicits/is open to/uses performance feedback; is resilient; learns from mistakes; is curious; seeks new ideas and experiences outside his or her comfort zone; is committed to learning, growth and self-renewal; takes responsibility for his/her performance; moves quickly, models speed is life; does what it takes to get the job done while managing own personal work/life blending.  <b>Py (high), Ego Integration (&gt;5), Re &amp; So (&gt;50), LEO (&gt;50)</b></p> <p><b>Demonstrate Courage</b>                      Exhibits self-confidence and asserts him/herself appropriately to advocate a point of view; is willing to voice an unpopular opinion; challenges upward; takes risks; is willing to take on challenging assignments; accepts personal responsibility; approaches conflict proactively; faces up to people problems quickly and takes action; provides direct and action-oriented feedback to others.  <b>Sa (60-70), Do (65-75), Sy &amp; Sp (60-70), FM (&lt;50), TM (55-75)</b></p>
<p><b>Enthusiasm</b>                      Enthusiastic attitude for maximizing organizational potential; able to motivate and inspire others; challenges to ensure every team member contributes.  <b>Wb (&gt;55), v.1 (&gt;60)</b></p>	<p><b>Communicate Effectively</b>                      Communicates a clear picture of what matters; provides the timely information people need to do their jobs; enables the open flow of information while maintaining appropriate confidentiality; listens actively and values others' input; correctly restates the opinion of others even when he/she disagrees; effectively tailors and presents his/her message to a variety of audiences; thinks and responds on his/her feet; writes clearly and succinctly; conveys passion; uses the communication processes to institutionalize knowledge.  <b>Externality v.1 (&lt;20)), Em (&gt;50), Sy (&gt;55), Gi (b/t 45-65), Ami (45-70)</b></p> <p><b>Maximize Relationships</b>                      Is approachable and considerate; shows respect for all people; values diversity and promotes inclusion; treats people fairly; shares sense of purpose; inspires people to be their best; obtains commitment not compliance; recognizes and gives credit to others; is generous with praise; listens with empathy; is a team player; takes partners; strives for collaboration by finding common ground; negotiates win/win solutions; builds a network of resources cross-functionally and cross-company; is someone people like working for and with and builds the kind of team people want to be on.  <b>v.3 (&gt;5) To (&gt;55), In (55-70)</b></p> <p><b>Build Trust</b>                      Creates an environment of trust; tells the truth in a direct and constructive manner; encourages candidness in others; actions consistently match words; shows accountability by following through on commitments; admits and learns from mistakes; does not misrepresent him/herself or others for personal gain or protection; demonstrates integrity; is credible; maintains confidentiality; is sincere and shares appropriate personal information.  <b>v.2 (&gt;17), Re-So-Sc-Gi (45-65)</b></p> <p><b>Manage Performance</b>                      Recruits and hires talented people; accurately assesses others' skills and provides feedback; gives responsibility, authority and autonomy in the right amount to match peoples' developmental readiness; builds peoples' self-confidence; gives visibility and recognition; holds others</p>

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	<p>accountable; takes action where performance is not meeting expectations; retains valuable team members; closely monitors high potentials and connects/provides resources for continued growth; enjoys others' success.  <b>Mp (60+), Lp (&gt;50), Gi (&lt;55),</b></p>
<b>Es of Excellence</b>	<b>Leadership Dimensions</b>
<p><b>Execution</b>          Prioritizes; focuses on the things that are important; follows best practices; creative where appropriate; gets things done  <b>SC (&gt;45), FM (&lt;45), Fx (&gt;55), WB (&gt;55), EI v.3 (5 or more)</b></p>	<p><b>Think Strategically</b>          Cultivates broad knowledge; stays current with information about the guest, competition and global trends; is future-oriented; asks questions and probes all useful sources of information; looks beyond the obvious for underlying patterns; challenges assumptions; bases decisions on the right mixture of data and analysis as well as wisdom and experience; anticipates the ripple effect of decisions; poses different future possibilities; probes beyond the first "right" answer; focuses on what's important.  <b>Py (&gt;45), Ie (&gt;55), Sc (&gt;45)</b></p> <p><b>Manage Execution</b>          Has a strong bias for action; values and uses his/her time and the time of others effectively and efficiently; sets objectives; develops accurate timing and action plans; organizes information, resources, activities and people to get things done; delegates both routine and important tasks; establishes clear directions; sets appropriate measures and monitors progress and results; multi-tasks; anticipates roadblocks and course corrects; makes tough decisions in a timely manner; takes charge in a crisis; effectively maneuvers through complex situations.  <b>Sc (&gt;55), Ac (&gt;55), Wo (&gt;50)</b></p> <p><b>Drive Change</b>          Approaches new strategies and assignments with a can do attitude; demonstrates flexibility in changing interpersonal behaviors; adapts quickly; is comfortable with ambiguity; makes decisions and takes action without having the whole picture; is innovative and draws out the ideas of others; uses sound judgment about which ideas and suggestions will work and moves those ideas forward; strategizes and implements change; shares the why's; can be both tough and compassionate in leading team members through change.  <b>Fx (&gt;50), Sa (60-70), v.1 (&lt;12), v.2 (&lt;27), Ai (&gt;Ac) Ct (&gt;50)</b></p>
<p><b>Excellence</b>          Delivers great results; provides a superior Target brand experience to both guests and team members; the product of energy, enthusiasm and execution.</p>	<p><b>Brand Management</b></p>

### The Es of Excellence are Target Corporation's expectation of leaders

The Leadership Dimensions are the specific skills that define each of the Es. The Es of Excellence are a shorthand for discussing overall team member potential and performance.

The Leadership Dimensions provide the specific language for team members to use when creating individual development plans.

With the Es of Excellence and the Leadership Dimensions, we have the complete package for performance management.