

# The Winner's Difference

	The Good Candidate	The Elite Candidate
Management Savvy	<ul style="list-style-type: none"> <li>▫ Knows what is required operationally for short-term results</li> <li>▫ Motivates others to do it</li> <li>▫ Uses time well</li> <li>▫ Prioritizes among issues that are ALL important</li> <li>▫ Frequently delegates tasks</li> <li>▫ Has a history of developing subordinates and exporting talent</li> <li>▫ Organizes and mobilizes talent toward most significant problems</li> <li>▫ Pushes people to achieve more than they think they can</li> </ul>	<ul style="list-style-type: none"> <li>▫ Avoids jumping in personally to solve problems others can handle</li> <li>▫ Makes the right judgments about what to expend energy on</li> <li>▫ Maintains control of the key decisions and a full pipeline of talented people</li> <li>▫ Makes people feel appreciated and stay loyal</li> </ul>
Political Intelligence	<ul style="list-style-type: none"> <li>▫ Accurately reads political currents</li> <li>▫ Understands patterns of relationships quickly in an unfamiliar environment</li> <li>▫ Builds relationships with peers and subordinates</li> <li>▫ Makes sure the CEO and the Board know what he or she is capable of doing</li> </ul>	<ul style="list-style-type: none"> <li>▫ Isn't labeled "political"</li> <li>▫ Recognizes how relationships are likely to affect early success</li> <li>▫ Gets peers and subordinates to go out of their way to help</li> <li>▫ Doesn't seem self-serving</li> </ul>
Personal Style	<ul style="list-style-type: none"> <li>▫ Is a star performer</li> <li>▫ Is intense and driven to excel</li> <li>▫ Is hardworking, usually putting in more time and effort than peers do</li> <li>▫ Enthusiastically backs initiatives that will help the business succeed</li> <li>▫ Is a leader among peers</li> <li>▫ Understands new ways of doing things and makes important connections</li> </ul>	<ul style="list-style-type: none"> <li>▫ Makes success look effortless</li> <li>▫ Allows others' performance to be recognized, too</li> <li>▫ Manages energy to stay on the "rested edge" and to avoid the "ragged edge"</li> <li>▫ Knows when to hold back and when to let go</li> <li>▫ Enables peers to improve their performance</li> <li>▫ Stays grounded and makes sure basic needs are met while mastering new concepts</li> </ul>