



Values & Leadership Competencies



Dover Leadership Competencies and Definitions

Identifies and Develops Talent: Identifies and develops individuals with the appropriate skills, experience and competencies for current and future roles within Dover. Creates a learning environment that recognizes and maximizes the potential of all employees.

Builds and Manages Collaborative Relationships: Establishes and nurtures numerous relationships within Dover. Takes action to partner with the communities in which we operate and to be an appropriate corporate citizen.

Change Leadership: Aligns an organization and its people to drive for improvement and adopt new, challenging directions. Energizes a whole organization to want to change in the same direction. Influences others in a mature and empowering manner.

Customer Impact: Creates value for customers addressing known and unknown needs. Knows and understands all aspects of the global market, including: economics (regulatory issues, corporate compliance, etc.), products and services, channels, the customers and their end-markets.

Motivates and Inspires: Creates an environment that stimulates others to follow. Builds teams that fully use individuals' capabilities, creating results beyond just the sum of the parts.

Self-Awareness and Personal Development: Role models a personal leadership style that includes self-awareness; accepts feedback, understands and maximizes strengths while working to overcome weaknesses.

Strategic Mindset: Has understanding of global industry or market; creates breakthrough strategies that alter the competitive dynamics in a market, and establishes a series of competitive advantages yielding profitability that exceeds expectations for the organization.

Our Values








Results Driven: Produces results that exceed Dover's strategic objectives via a combination of planning and implementation, while living the Dover Values.

Strong Business Acumen and Sound Judgment: Uses instinct as well as data to accurately assess business situations and industry trends; makes timely, appropriate decisions and implements appropriate plans while living the Dover Values.

Winning the Right Way: Operates with High Ethical Standards, Openness and Trust. Conducts him/herself with high ethical standards and fosters a culture in the organization to conduct business aligned with those standards.

Attributes that support and violate the Dover Values

Value	Support	Violate
 <p>COLLABORATIVE ENTREPRENEURIAL SPIRIT</p>	<ul style="list-style-type: none"> • Is an informed and disciplined risk taker • Exudes a passion for one's work • Is optimistic with a can-do attitude • Challenges the process and considers all possibilities • Seeks, recognizes and acts on ideas while managing collaboratively and facilitating a team approach 	<ul style="list-style-type: none"> • Is risk averse; timid • Lacks energy and enthusiasm • Finds reasons for failure • Is content with status quo • Does not utilize group input; pursues own agenda
 <p>WINNING THROUGH CUSTOMERS</p>	<ul style="list-style-type: none"> • Has passion for our customers' successes • Creates customer intimacy through long term partnerships based on trust • Knows our customers' markets and anticipates their needs • Creates the value proposition for the customer • Provides exceptional products and services 	<ul style="list-style-type: none"> • Lacks customer interaction and rapport • Has no insight into customer; lacks market intelligence and takes a generic approach • Is unable to communicate value proposition • Doesn't live up to service and quality commitments
 <p>RESPECTS AND VALUES PEOPLE</p>	<ul style="list-style-type: none"> • Builds, develops and shares talent • Motivates and inspires • Builds and manages relationships • Has empathy, listens and cares about employees • Rewards and recognizes contributions and best talent • Leads and/or participates in fun company events and celebrations • Is committed to providing a safe and healthy environment 	<ul style="list-style-type: none"> • Is not committed to training and developing people or hides talent from other Dover opportunities • Does not engage or create followership in employees • Views self as more important than others • Is dismissive and condescending; creates a bullying atmosphere; is unavailable or aloof • Is "too busy" to volunteer or attend employee celebrations, retirements, etc. • Does not recognize safety and health and fails to prioritize these key initiatives
 <p>EXPECTATIONS FOR RESULTS</p>	<ul style="list-style-type: none"> • Personal accountability – holds themselves accountable for doing their job to the best of their ability • Is results driven • Sets personal and organizational goals and objectives • Has a sense of urgency • Knows the measures of success and consistently exceeds results and expects others to do the same • Personally recognizes and rewards exceptional performance 	<ul style="list-style-type: none"> • Makes excuses for lack of performance; doesn't take responsibility for results • Sets unachievable goals or doesn't hold people accountable to clear targets • Procrastinates and lacks accountability • Accepts mediocrity and does not hold self and others to high performance standards • Does not show appreciation for accomplishments; rewards based on factors other than performance and contribution
 <p>HIGH ETHICAL STANDARDS, OPENNESS AND TRUST</p>	<ul style="list-style-type: none"> • Instills mutual trust and respect • Is fair and ethical toward others in all interactions • Is honest, genuine and transparent • Demonstrates consistent behaviors without politics • Listens openly and takes appropriate action • Acts in the best interest of the company without a personal agenda • Communicates with transparency and no surprises • Admits mistakes • Has a willingness to strive to advance their own abilities each day 	<ul style="list-style-type: none"> • Is dishonest • Works around Dover's ethical standards • Skirts tough conversations or decisions • Plays favorites and has a political agenda • Withholds information; creates silos and fear • Is focused on personal gains vs. doing the right thing • Blames others • Is not forthcoming with negative information, causing surprises