Talent Development Process - Capabilities

BEACON
MOBILITY

Capability **– People & Culture Focused**

Why this matters: When we treat people well, include everyone, and live our values, teams enjoy coming to work, stay longer, and do their best work together.

Description: This capability is all about building respectful relationships, making sure everyone feels included, and living our values every day.

Level	Operational Contributor	Support Contributor	Supervisor/Manager	Director/VP	SVP/Executive
Skill	Shows respect & works together	Models' inclusion & peer collaboration	Strengthens team connection & belonging	Champions talent & team culture	Builds a values-driven culture at scale
Description	You're friendly, helpful, and make the workplace welcoming.	You build positive partnerships and keep the culture strong	You run a team built on trust, fairness, and recognition.	You help leaders keep people engaged, growing, and connected	You grow an inclusive, values-first culture across the whole company.
Behaviors (What it looks like)	• Actively listens and responds with respect • Proactively offers help and support • Lives our values in daily actions	• Encourages other to share their ideas and perspectives • Brings Beacon's values into teamwork and problem solving. • Provides guidance and celebrates teammates' efforts. • Builds bridges across teams to strengthen collaboration.	• Recognizes and celebrates team successes, both big and small • Fosters open and honest conversations within the team • Leads by example and lives our values	• Develops and coach's leaders to engage and inspire their teams • Creates opportunities for recognition across teams • Champions and consistently models our values	• Sets culture goals that match business needs and employee experiences • Backs initiatives that create inclusive, engaging workplaces • Models transparency equity, trust, and authenticity • Builds and sustains a value driven culture across the business

Why it matters: When we treat customers well, they trust us, stay with us longer, and spread the word. Consistently great service helps us succeed as a company.

Description: You understand what customers need and work to give them a great experience, whether you support coworkers, clients, riders, families, or partners.

Level	Operational Contributor	Support Contributor	Supervisor/Manager	Director/VP	SVP/Executive
Skill	Responds professionally and promptly	Understands & influences for better service	Builds a customer-focused team	Guides customer-focused strategy	Leads customer experience innovation
Description	You treat customers with respect and act fast to meet their needs.	You understand what customers want and help your team stay focused on that.	You help your team take ownership of customer service and support each other.	You make sure the whole team supports strong service and listens to feedback.	You lead the charge on improving service company-wide and thinking ahead for what customers need long-term.
Behaviors (What it looks like)	• Responds quickly and respectfully • Shows courtesy and professionalism in every interaction • Follows through and solves problems • Leaves a lasting positive impression with customers	• Brings the customer's voice into planning and decisions • Supports others in giving great service • Builds trust by following through on commitments to both teammates and customers	• Coaches and develops the team on how to handle service challenges effectively • Celebrates strong service moments • Keeps team goals aligned with great service habits	• Helps teams work together around shared service goals • Uses customer feedback to guide decisions • Sponsors efforts to improve the customer journey	• Sets direction around service • Invests in tools and ideas that improve customer experience • Makes big decisions with the customer in mind

Capability **– Results Driven/ Tracks**

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Why it matters: Staying focused on results means we spend time on the things that move the business forward. When we align to business tracks, we create visibility, accountability, and progress we can celebrate.

Description: You set clear goals that align to Beacon's tracks, like system adoption, safety performance, or cost efficiency. You follow through with action that impacts the metrics that matter most.

Level	Operational Contributor	Support Contributor	Supervisor/Manager	Director/VP	SVP/Executive
Skill	Stays focused & delivers results	Takes ownership & solves problems	Helps your team get results	Turns strategy into action	Drives business results
Description	You manage your time well and get your work done reliably, contributing to key business goals.	You take the lead on goals and solve problems without waiting to be asked.	You guide your team to hit goals related to operational performance and remove roadblocks	You help teams stay focused on Beacon's efficiency tracks and drive strategic priorities.	You focus the organization on high-impact metrics and enterprise-wide success.
Behaviors (What it looks like)	• Meets deadlines and tasks tied to key metrics (e.g., safety, efficiency) • Uses Beacon systems and tools consistently to stay organized and track progress • Adapts quickly and effectively when things change	• Uses data and insights to make informed decisions • Identifies and addresses problems early • Tracks progress to keep work on track • Shares expertise and supports teammates to achieve collective success	• Reviews data regularly to identify trends, strengths, and gaps • Coaches' and supports team members to overcome obstacles and improve results • Sets clear goals for the team that align to the tracks. • Facilitates regular check-ins, using real data to drive progress	• Aligns team goals with Beacons efficiency tracks. • Regularly reviews progress and shifts resources and priorities as needed • Translates the tracks effectively into actionable goals that drive results.	• Chooses the right business goals to focus on. • Reviews progress at the enterprise level on all tracks, adjusting direction as needed. • Makes key decisions that move the company forward

Capability **– Change Agility**

Why it matters: Change is constant. When we stay open-minded and help others adapt, we grow stronger as a team. We move forward faster, build trust, and stay ahead together

Description: You stay flexible and open when things change. You help yourself and others adjust, adopt new tools and systems, and stay positive through uncertainty.

Level	Operational Contributor	Support Contributor	Supervisor/Manager	Director/VP	SVP/Executive
Skill	Embraces change	Helps others adjust to changes	Leads with a change mindset	Makes change work across teams	Leads change across the business
Description	You're open to learning new things and help others do the same.	You lead by example and make it easier for others to embrace change.	You help your team stay calm and focused during change.	You guide multiple teams to adopt change with less friction.	You drive big-picture change and help people stay committed to it.
Behaviors (What it looks like)	• Tries new tools and methods instead of relying on old approaches • Completes training and applies new skills to daily work • Asks for help when needed and uses feedback to improve • Supports teammates during transitions. • Stays positive and adaptable when things change	• Models openness by trying new approaches first and demonstrating them to others • Shares practical examples, stories, or tips that help others see the value of change • Leads short sessions to explain new systems, tools or processes • Shares value-added feedback on change initiatives to help improve outcomes	• Clearly communicates the purpose and benefits of change to the team • Guides the team through concerns, questions, and resistance with empathy and transparency • Celebrates team progress • Coaches team members through tough adjustment	• Aligns change to big-picture goals • Helps teams get ready ahead of time • Tracks adoption and removes roadblocks • Makes sure teams have the tools and support to succeed • Seeks feedback to improve processes	• Shares a clear vision for what's changing and why • Sponsors major change efforts • Uses data to track adoption and address concerns • Models' resilience and normalizes changes as core part of our culture and how we grow

Capability – Communication Mastery

Why it matters: Clear communication keeps everyone moving in the same direction. It helps us avoid confusion, solve problems faster, and build stronger relationships.

Description: You listen well, speak clearly, and make sure your message is understood. You adjust how you communicate based on the situation and help others stay aligned.

Level	Operational Contributor	Support Contributor	Supervisor/Manager	Director/VP	SVP/Executive
Skill	Speaks clearly & listens well	Gives & adjust feedback	Guides team communication	Makes communication clear across teams	Champions transparent communication
Description	You express ideas clearly and make sure you understand others before responding.	You give helpful feedback and adjust how you communicate to different people and settings.	You help your team talk openly and coach them to communicate better.	You help different departments understand each other and share key messages well.	You inspire and align the organization with clear, open, and frequent messages.
Behaviors (What it looks like)	• Asks thoughtful questions to confirm understanding • Respects others by listening without interrupting • Uses the right tone, words and tools for the situation • Listens actively and ensures mutual understanding	• Gives clear, timely feedback • Adjusts tone, style and approach to fit the audience and context • Supports others by modeling good communication • Helps teams stay aligned	• Creates space for team discussions • Guides team members in expressing ideas clearly and effectively • Reinforces consistent messages • Solves miscommunications quickly • Open to feedback and actively listens	• Simplifies complex information into clear, actionable updates • Sets tone for clear communication during change • Helps teams use consistent language • Builds shared understanding • Ensures leaders cascade messaging at every level	• Shares the "why" behind big decisions • Tells stories to bring strategy to life • Creates space for honest feedback • Communicates clearly, even in uncertainty

Capability – Tools & AI Adoption

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Why it matters: When we work smarter—not harder—we save time, reduce errors, and make space for what really matters. That means happier customers, more efficient teams, and a more agile business.

Description: You focus on working better, not just faster. You adopt and use tools properly, suggest improvements, and help others become more efficient by embracing systems, AI, and automation.

Level	Operational Contributor	Support Contributor	Supervisor/Manager	Director/VP	SVP/Executive
Skill	Uses tools the right way	Improves the way work gets done	Helps your team work smarter	Makes processes & systems adoption stick	Leads with systems & efficiency
Description	You follow the process, use systems correctly, and look for ways to make daily work better.	You test better ways of doing things and help others learn new tools and processes.	You guide your team to build efficient habits and adopt helpful systems and AI tools.	You align teams and systems to scale what works and eliminate what doesn't.	You set the vision for using tech, AI, and smarter workflows to move the business forward.
Behaviors (What it looks like)	• Finishes work accurately and on time • Consistently uses tools and systems as intended • Suggests small ways to improve how things are done • Keeps an open mind about change and automation	• Uses feedback and data to improve adoption • Collaborates with teammates to test and refine new tools, systems or processes. • Shares success stories and tips to help others • Teaches coworkers how to use shortcuts and tools	• Makes sure tools and systems are used consistently • Reviews workflows and removes roadblocks • Encourages testing new tools to simplify work • Tracks team performance and shares wins	• Connects tools and processes across locations • Sponsors pilot programs and tool rollouts • Tracks where waste or inefficiencies occur • Builds a link between business strategy and how work gets done	• Shares how technology, AI, and automation will transform the business • Makes decisions based on efficiency and performance data • Encourages a culture of accountability and innovation • Helps the company stay future-ready