

— ONE-PAGE FRAMEWORK · PART OF THE CATALYST LEADERSHIP COLLECTIVE

The Catalyst *Framework*

Twelve competencies grouped into six Catalyst Pillars, each mapped to development tiers and learning resources, built to grow a career lattice, not just a ladder.

6

CATALYST PILLARS

12

COMPETENCIES

4

PROFICIENCY TIERS

A. The Framework at a Glance

i Excellence

Quality Focus

Sets and upholds high standards in every deliverable

Continuous Improvement

Seeks better methods, measures, and outcomes

ii Collaboration

Team Orientation

Builds trust and shared ownership across functions

Influence

Aligns stakeholders without formal authority

iii Innovation

Creative Problem-Solving

Reframes challenges into actionable solutions

Adaptability

Navigates ambiguity and change with composure

iv Integrity

Accountability

Owens results, decisions, and lessons learned

Ethical Judgment

Acts consistently with values under pressure

v Growth

Learning Agility

Applies new skills rapidly across contexts

Coaching

Develops others through feedback and stretch

vi Impact

Business Acumen

Connects work to measurable organizational outcomes

Strategic Focus

Prioritizes the few things that move the needle

B. Proficiency Tiers & Resource Mapping

Foundational

TIER 1 · AWARE

Understands the competency and applies it with guidance. Mapped to intro courses and job aids.

Developing

TIER 2 · APPLY

Performs independently in routine situations. Mapped to blended learning paths.

Proficient

TIER 3 · COACH

Models the competency and develops it in others. Mapped to 360 and coaching.

Strategic

TIER 4 · LEAD

Shapes capability and standards. Mapped to leadership cohorts and stretch roles.

C. How to Deploy

1. Anchor to pillars. Group each competency under a Catalyst Pillar.
2. Define behaviors per tier. Write observable indicators per tier.
3. Map resources. Attach courses and coaching to each tier.

Why it works: competencies grouped into pillars give managers a shared language for feedback, and tier-based resource mapping turns assessment into an automatic development plan, ready to export to an HRBP summary view.