



# Leadership Competency Builder<sup>©</sup>

Competency definitions

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## LEADING SELF

1. **Self-development:** striving for continuous self-improvement; engaging in self-reflection; open and showing willingness to learn; knowing own strengths and weaknesses
2. **Judgment:** making the right calls; demonstrating good judgment in strategies, tactics, and people decisions; reversing course quickly when needed; being timely and objective when making decisions
3. **Taking initiative:** being proactive and resourceful above and beyond formal policies or explicit direction
4. **Honesty & Integrity:** leading by example; demonstrating the ability to both determine as well as engage in morally correct behavior regardless of external pressures; worthy of reliance and trust
5. **Self-confidence:** balancing self-confidence with appropriate levels of humility
6. **Risk-taking:** taking reasonable risks when appropriate, not being afraid to question the status quo, going against the grain if necessary
7. **Perseverance:** persevering through adversity and failure; resilience; staying upbeat even through challenging/trying times
8. **Accountability:** taking responsibility for own actions and those of followers

## STRATEGIC FOCUS

9. **Systems perspective:** identifying patterns and connections between situations that are seemingly unrelated; managing complexity; understanding how all internal and external pieces fit together and create important context for one's team, unit, and organization
10. **Monitoring the external environment:** monitoring current and forthcoming trends, regulations, and industry standards that pose strategic threats, challenges, and opportunities
11. **Monitoring the internal environment:** monitoring policies, procedures, and people which pose current and forthcoming threats, challenges, and opportunities
12. **Thinking creatively:** developing novel, creative, value-added ideas, thinking "outside the box"
13. **Visioning:** creating a vision and direction for the team/organization; getting buy-in; creating a shared value and mission; being explicit about values
14. **Innovation and adaptability:** championing innovation; sensing the need for change and adjusting quickly; creating and sustaining transformative change
15. **Stakeholder orientation:** identifying and delivering on stakeholder needs. Stakeholders can include customers, employees, shareholders, partners, etc.
16. **Effective hiring and promoting:** effective hiring and promoting right people for leadership positions and/or promotions; getting the right people on the team

17. **Image and reputation:** actively working to build and maintain a positive reputation for the team/organization
18. **Problem-solving skills:** finding alternative solutions to problems, ability to find solutions with limited resources and conflicting information, implementing the most appropriate solution to problems
19. **Crisis management:** preparing for and acting quickly during significant disruptive events that change the normal functioning of the organization (i.e. natural and manmade disasters, product recalls, top management loss, etc.)
20. **Corporate Social Responsibility:** understanding that the organization has multiple diverse stakeholders outside of financial stakeholders; seeking to optimize balance between profits, people, and social and environmental stakeholders

## CONNECTING WITH OTHERS

21. **Political acumen:** skillfully navigating organizational politics; understanding key players and processes to get things done; avoiding political landmines
22. **Emotional intelligence:** regulating emotions and stress; expressing emotions effectively; skillfully using emotions to inform thinking; effectively reading emotions in others
23. **Supportive:** being supportive and considerate of others, displaying empathy, being helpful; showing concern at the individual level
24. **Team player:** being cooperative; getting along well with others; maintaining effective working relationships even under difficult circumstances
25. **Appreciation for differences:** respecting, understanding, and valuing differences in opinions, attitudes, race/ethnicity, gender, etc.; cosmopolitanism
26. **Networking:** developing and maintaining contacts, relationships, and links both within and outside organization
27. **Upward and downward information sharing:** structuring and disseminating relevant information in a timely manner to the right people; not withholding valuable information from others; sharing with and receiving information from superior, peers, and subordinates
28. **Negotiation and mediation:** being able effectively negotiate for the organization; being able to find nuanced solutions to complex problems among seemingly incompatible parties
29. **Effective communication:** properly using oral, written, and body language, being a good listener

## LEADING OTHERS

30. **Influence:** using influence and charismatic leadership to motivate, inspire, and encourage commitment in others; can be upward, downward, and lateral influence
31. **Team building:** creating and building morale, efficacy, trust, and cohesion in teams

32. **Clarifying roles and objectives:** providing direction by assigning and communicating roles and responsibilities
33. **Managing team processes:** attending to the way the teams do their work and helping them to make necessary adjustments
34. **Developing others:** providing tactful, well-timed, and appropriate developmental feedback; striving to help others grow through experiences, mentoring, and training
35. **Appropriate use of authority:** relying on formal authority when necessary and appropriate; not relying solely on dominance as a leadership tactic
36. **Providing rewards:** recognizing and/or rewarding effective performance and major achievements
37. **Behavioral flexibility:** appropriately adapting leadership style to different environments, situations, people, and followers
38. **Fostering collaboration:** establishing alignment and promoting collaboration across diverse groups, people, teams even when their motivations, goals, and backgrounds differ

## DELIVERING RESULTS

39. **Urgency:** acting with a sense of urgency; prioritizing and executing core tasks; continuously focusing on goal-attainment and following through with projects and endeavors
40. **Goal-setting:** effectively setting clear, difficult, specific, and obtainable goals for individuals and teams
41. **Monitoring performance:** keeping close watch of performance, behaviors, decisions in order to make adjustments and correct discrepancies quickly
42. **Planning:** carefully planning tasks, processes, and resources without losing the ability to adapt plans on the fly
43. **Delegation:** effectively delegating the appropriate decisions and tasks to the right people at the right time with proper follow-through
44. **Managing resources:** obtaining and managing human, financial, and material resources needed to get the job done; managing team boundaries; encourages autonomy
45. **Technical expertise:** demonstrating and applying relevant and appropriate knowledge and expertise to perform work-related activities; being technically proficient; staying up-to-date with current technologies; being seen as an expert