

The 10 Leadership Competencies

SELF UNDERSTANDING: Self-Assessment

- Develop clarity of personal values, purpose and vision
- Develop and execute a personal strategy
- Demonstrate authenticity through behavioral alignment with values and vision
- Taking accountability for personal and leadership actions

SELF UNDERSTANDING: Resiliency

- Willingness to jump in and get things started
- Seek opportunities for performance improvement and development
- Build off of others ideas for the benefit of the decision
- Maintain appropriate, empowered attitude
- Persistence in managing and overcoming adversity
- Act proactively in seeking new opportunities
- Prioritization, time management

WORKING WITH OTHERS: Interpersonal & Relationship Skills

- Understand and appreciate diversity of perspective and style
- Participate and contribute fully as a team member
- Demonstrate empathy and understanding
- Build trust and demonstrate trustworthiness

WORKING WITH OTHERS: Communication Skills:

- Understand and adapt to your audience - helping others learn
- Express intention clearly and concisely in written communications
- Build collaboration and clearly articulate intention in verbal communications
- Formal presentation skills
- Listen for understanding
- Manage flow of communication/information

WORKING WITH OTHERS: Employee Development (Coach & Motivate)

- Motivating employees to high performance
- Coaching for development and improved performance
- Manage with appreciation/respect for diversity of individual values and needs
- Delegate tasks as needed and with awareness of employee development opportunities
- Select appropriate staff to fulfill specific project needs and responsibilities

ALIGNMENT: Customer Orientation

- Understand and apply customer needs and expectations
- Gather customer requirements and input
- Partner with customer in gathering requirements, maintaining communication flow and managing work
- Set and monitor performance standards

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ALIGNMENT: Strategic Business Acumen

- Demonstrate ability to ethically build support for a perspective you feel strongly about
- Holistic view - think in terms of the entire system and the effects and consequences of actions and decisions
- Operate with an awareness of marketplace competition and general landscape of related business arenas
- General business acumen - functions of strategic planning, finance, marketing, manufacturing, R&D, etc.

ALIGNMENT: Project Leadership

- Set, communicate and monitor milestones and objectives
- Gain and maintain buy in from sponsors and customers
- Prioritize and allocate resources
- Manage multiple, potentially conflicting priorities across various/diverse disciplines
- Maintain an effective, interactive and productive team culture
- Manage budget and project progress
- Manage risk versus reward and ROI equations
- Balance established standards with need for exceptions in decision-making
- Make timely decisions in alignment with customer and business pace

WORKING WITH OTHERS: Creating and Actualizing Vision

- Create a clear and inspirational vision of the desired outcome
- Align the vision with broader organizational strategies
- Translate the vision into manageable action steps
- Communicate vision to enroll/enlist staff, sponsors and customers
- Influence and Evangelize (sales, negotiation)
- Gather appropriate input
- Understand individual motivators and decision-making styles and utilize to enroll others
- Facilitate win/win solutions

ALIGNMENT: Create, Support and Manage Change

- Improvement Initiatives (three levels: managing your own transition / transformation, managing a corporate (external) change initiative, coaching others through transition)
- Identify and implement appropriate change initiatives/efforts
- Promote and build support for change initiatives
- Understand cost/benefit and ROI of change initiatives
- Manage transition with employees - guiding and supporting the change process
- Support staff in navigating transitional process/challenges through organizational change
- Demonstrate and build resilience in the face of change