Leadership Competency Model

Self-Management and Development

Applies leadership competencies

Leadership Competency Model
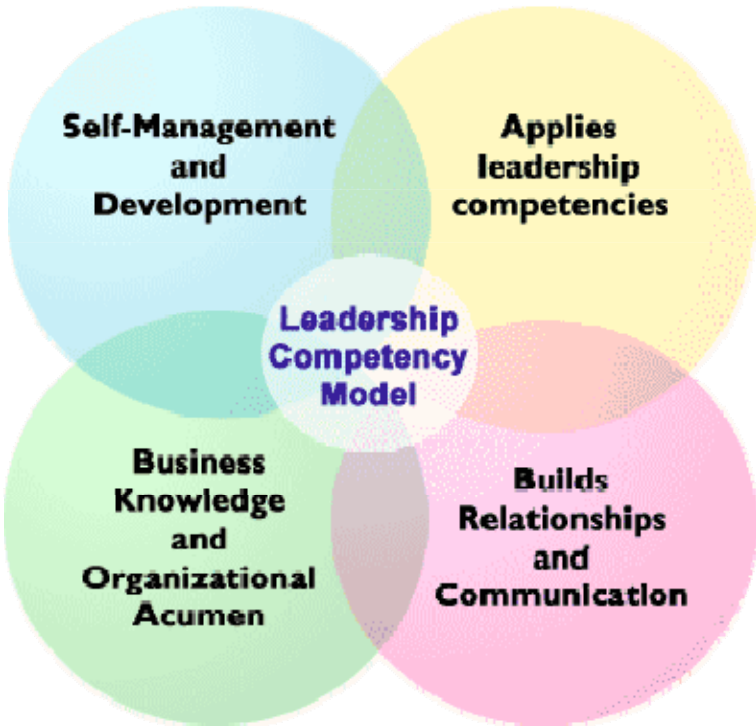
Business Knowledge and Organizational Acumen

Builds Relationships and Communication

Leadership Competencies

Leadership: Applies leadership competencies to successfully execute strategy.

- VISIONING
  Takes a long-term view and acts as a catalyst for organizational change; builds a shared vision with others; influences others to translate vision into action; creates a compelling and inspirational picture of the future
- ACTS WITH INTEGRITY
  Creates a culture that fosters high standards of ethics; behaves in a fair and ethical manner towards others; demonstrates high professional standards; handles confidential and sensitive information with integrity; viewed as highly trustworthy; stands up for what is right despite potential personal consequences; demonstrates consistency between words and actions; honors commitments to others
- ACCOUNTABILITY
  Holds self and others accountable for rules and responsibilities; can be relied upon to ensure that projects within areas of responsibility are completed in a timely manner and within budget; sets high standards for self and others; assigns clear accountability backed by appropriate authority
- GETS RESULTS
  Achieves strategic goals; delivers measurable results, on time and within budget; translates ideas into concrete actions; champions initiatives beyond the scope of one's job; mobilizes resources and removes barriers for success; anticipates potential problems and develops contingency plans to overcome them; works across organizational boundaries, avoiding turf issues, and eliminating unnecessary work to achieve the desired results; concentrates on outcomes rather than activities
- IDENTIFIES AND DEVELOPS TALENT
  Develops leadership in others through coaching, mentoring, rewarding and guiding employees; develops successors and talent pools for key positions
- TAKES INITIATIVE/RISK-TAKING
  Creates a work environment that encourages creative thinking; designs and implements new or cutting-edge programs/processes; challenges the status quo; recognizes opportunities and takes action to achieve objectives; empowers others to take risks, supports them when things go wrong and encourages them to learn from set-backs and failures
- CHANGE MANAGEMENT
  Understands process and issues inherent in change management and plans accordingly; instills confidence and trust in others; coordinates resources across departments/units; evaluates measures, project plans and deliverables for strategic alignment; acknowledges individual's responses to change and helps them adjust; Adapts unit goals and work plans in response to internal and external forces that will impact the future effectiveness of the unit
- THINKING SKILLS (ANALYTICAL, SYSTEMIC, CREATIVE)
  Identifies and integrates the critical elements of a situation, making correct inferences from data; breaks complex problems into component parts and organizes the parts in a systematic way; uses innovation to develop novel solutions; can explain to others how to understand and approach complicated problems

Business Knowledge/Organizational Acumen: Applies resources, customer needs, and processes to make sound strategic and business decisions.

- STRATEGIC THINKING AND PLANNING
  Formulates effective strategies consistent with the business; sees the big picture and holds a long-term perspective; determines objectives and sets priorities; anticipates potential threats or opportunities; aligns organization and department to support organizational goals; drives the execution of strategic plans and monitors results
- MANAGES RESOURCES (HUMAN, FINANCIAL, TECHNICAL)
  Assesses current and future staffing needs based on organizational goals and budget realties; ensures staff are appropriately selected, developed, utilized, appraised and rewarded; readily shares resources to support organization initiatives; understands key financial indicators; uses cost-benefit thinking to set priorities; integrates technology into the workplace to improve effectiveness and efficiency; understands the impact of technological changes on the organization
- PROFESSIONAL KNOWLEDGE
  Continually enhances knowledge and skills to keep abreast of industry changes, developments and emerging issues; understands what it takes to be successful in this business; has a thorough knowledge of organization's mission, history, stakeholders and customers
- PROBLEM SOLVING/DECISION MAKING
  Develops new insights into situations and applies innovative solutions to make organizational improvements; exercises good judgment by making sound and well-informed decisions; is proactive; distinguishes between relevant and irrelevant information to make logical decisions; effectively analyzes potential for risk and acts decisively; makes breakthrough decisions based upon a mixture of analysis, wisdom, experience and judgment; solicits input from individuals who can add significant value to the decision-making process

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Builds Relationships/Communication: Cultivates effective relationships to create a culture that supports the department's and organization's goals and strategy.

- INFLUENCING SKILLS
  Builds coalitions through give and take; gains cooperation from others to obtain information and accomplish goals; collaborates across boundaries; recognizes which battles are worth fighting for and when it is time to compromise; seeks to build internal and external partnerships to better accomplish goals; invites other points of view; anticipates the reactions and objections of others
- CONFLICT MANAGEMENT
  Identifies and takes steps to prevent potential situations that could result in confrontations; manages and resolves conflicts and disagreements in a positive and constructive manner to minimize negative impacts
- LEVERAGES DIVERSITY
  Recruits, develops and retains a diverse high quality workforce; leads and manages an inclusive workplace that maximizes the talents of each person to achieve sound results; respects, understands, values and seeks out individual differences to achieve the vision and mission of the organization
- TEAM BUILDING
  Inspires and guides others toward goal accomplishments; consistently develops and sustains cooperative working relationships; fosters commitment, team spirit, pride and

trust; shares leadership and helps the team become interdependent by facilitating participation and group interaction

- TREATS OTHERS WITH RESPECT
  Considers and responds appropriately to the needs, feelings and capabilities of different people in different situations; is tactful, compassionate and sensitive; challenges others' ideas without getting personal; follows through on commitments to others
- PRESENTS IDEAS EFFECTIVELY
  Makes clear and convincing presentations to individuals and groups; listens effectively and clarifies information as needed; shares relevant information and expectations openly, honestly and in a timely fashion; targets presentations to the needs and level of the audience; translates complex information into understandable, meaningful, relevant language

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Self-Management and Development: On-going development of skills and competencies to lead the division and its strategies.

- TOLERANCE FOR AMBIGUITY
  Takes changing priorities and new developments in stride, even in the face of ambiguity; leads with a clear sense of priorities in a climate of uncertainty and change
- FLEXIBILITY
  Is open to change and new information; adapts behavior and work methods in response to new information, technology, changing conditions or unexpected obstacles; adjusts rapidly to new situations warranting attention and resolution
- SELF-KNOWLEDGE AND DEVELOPMENT
  Recognizes own strengths and weaknesses; seeks feedback from others; extracts learning from failure
- LEARNS CONTINUOUSLY
  Pursues self-development and opportunities to master new knowledge; applies new knowledge; embraces new and diverse ideas; shares learning broadly