

June | 2016

## Leadership Readiness Assessment – Emerging Leadership Competencies

- 1. Review the competency definitions**
- 2. Check the behaviors you have successfully demonstrated on the job**
- 3. Leave behaviors with a developmental need unchecked**

# Emerging Leadership Competencies

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**Competency #1    Adaptability/Flexibility (Core)** - Adapts well to changes in assignments and priorities. Adapts behavior or work methods in response to new information, changing conditions or unexpected obstacles. Approaches change positively and adjusts behaviors accordingly.

- ☐ Sees the merits of perspectives other than their own
  - ☐ Demonstrates openness to new organizational structures, procedures and technology
  - ☐ Switches to a different strategy when an initially selected one is unsuccessful
  - ☐ Demonstrates willingness to modify a strongly held position in the face of contrary evidence
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**Competency #2    Analytical Thinking** - Approaches a problem using a logical, systematic, sequential approach.

- ☐ Makes a systematic comparison of two or more alternatives
  - ☐ Sees connections and identifies patterns among systems and data issues
  - ☐ Notices discrepancies and inconsistencies in available information
  - ☐ Approaches a complex task or problem by breaking it down into its component parts and considering each part in detail
  - ☐ Weighs the costs, benefits, risks, implications and chances for success when making a decision
  - ☐ Identifies many possible causes for a problem
  - ☐ Weighs the priority of things to be done
  - ☐ Recognizes key actions and underlying issues and problems
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**Competency #3    Change Leadership** - Manages, leads and enables the process of change and transition while helping others deal with the effects.

- ☐ Develops new approaches, methods, or technologies
  - ☐ Develops better, faster, or less expensive ways to do things
  - ☐ Recognizes the potential benefits of change
  - ☐ Recognizes and manages the challenges that can accompany change
  - ☐ Encourages others to value change
  - ☐ Communicates consistently about change
  - ☐ Seeks input/feedback
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**Competency #4    Communication (Core)** - Clearly conveys and receives information and ideas, through a variety of media, to and from individuals and groups in a manner that engages the listener, helps them understand and retain the message, and invites response and feedback. Keeps others informed as appropriate. Demonstrates applicable job-related written, oral, listening and interpersonal skills.

- ☐ Knows that listening is essential to understanding
  - ☐ Ensures that others involved in a project or effort are kept informed about developments and plans
  - ☐ Ensures that important information from management is shared with employees and others as appropriate
  - ☐ Shares ideas and information with others who might find them useful
  - ☐ Keeps manager informed about progress and problems
  - ☐ Gives and receives constructive feedback
  - ☐ Asks questions to clarify understanding
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**Competency #5    Conflict Management** - Prevents, manages and resolves conflict.

- ☐ Recognizes differences of opinion, brings them out into the open for discussion and looks for win-win solutions
  - ☐ Uses appropriate interpersonal styles and methods to reduce tension or conflict between two or more people/groups
  - ☐ Finds agreement on issues and follows through on implementation
  - ☐ Interacts effectively with others in antagonistic situations
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**Competency #6 Customer/Client Focus (Core)** - Identifies and responds to current and future client needs and provides excellent service to internal and external clients.

- ☐ Solves customer problems quickly and effectively
  - ☐ Interacts with customers (internal or external) to find out what they want and how satisfied they are with what they are receiving
  - ☐ Discovers and meets underlying needs of customers
  - ☐ Lets customers know they are willing to work with them to meet their needs
  - ☐ Finds ways to measure and track customer satisfaction
  - ☐ Presents a positive manner with customers
  - ☐ Helps customer to know what to expect and provides a timeline
  - ☐ Follows up and fulfills commitments
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**Competency #7 Decision Making** - Makes decisions and solves problems involving varied levels of complexity, ambiguity and risk.

- ☐ Makes critical and timely decisions in difficult or ambiguous situations
  - ☐ Takes charge of a group when it is necessary to facilitate change, overcome an impasse, face issues, or ensure that decisions are made
  - ☐ Makes tough, appropriate decisions (e.g., closing a facility, reducing staff, accepting or rejecting a high-risk deal)
  - ☐ Elevates issues to the appropriate level
  - ☐ Is able to substantiate decision
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**Competency #8    Developing Others/Team Leadership** - Exhibits willingness to delegate responsibility, work with others, and coach them to develop their abilities.

Effectively manages and guides group efforts, and provides appropriate level of feedback concerning group progress.

- ☐ Provides helpful, behaviorally specific feedback to others
  - ☐ Shares information, advice, and suggestions to help others to be more successful
  - ☐ Provides effective coaching
  - ☐ Gives assignments that will help develop abilities and competencies
  - ☐ Meets with employees on a regular basis to review their developmental progress
  - ☐ Recognizes and reinforces employees' developmental efforts and improvements
  - ☐ Expresses confidence in others' ability to be successful
  - ☐ Recognizes and rewards people for their achievements and contributions
  - ☐ Expresses pride in the group and encourages people to feel good about their
  - ☐ accomplishments
  - ☐ Shares knowledge and resources and encourages the same of others
  - ☐ Finds creative ways to make people's work rewarding
  - ☐ Signals own commitment to a process by being personally present and involved at key events
  - ☐ Identifies and promptly tackles morale problems
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**Competency #9    Empowering Others** - Conveys confidence in employees' ability to be successful, especially at challenging new tasks. Shares significant responsibility and authority. Allows employees the freedom to decide how they will accomplish their goals and resolve issues.

- ☐ Gives people latitude to make decisions in their own sphere of work
  - ☐ Lets others make decisions and take charge
  - ☐ Encourages individuals and groups to set their own goals, consistent with business goals and their mission
  - ☐ Expresses confidence in the ability of others to be successful
  - ☐ Encourages groups to resolve problems on their own
  - ☐ Recognizes employees who have contributed to and/or completed the work
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**Competency  
#10**

**Ethics and Integrity** - Exhibits trustworthiness and ethical behavior, with consideration of the impact and consequences.

- ☐ Treats others fairly and with respect
  - ☐ Takes responsibility for own work, including problems and issues
  - ☐ Uses applicable professional standards and established procedures and policies when taking action and making decisions
  - ☐ Identifies ethical dilemmas and conflict of interest situations and takes action to avoid and prevent them
  - ☐ Anticipates and prevents breaches in confidentiality and/or security
  - ☐ Is open, transparent and employs ethical business practices
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**Competency  
#11**

**Interpersonal Skills for Relationship Building** - Develops, maintains and strengthens positive, interactive relationships with others, inside or outside of the organization, who can provide information, assistance and support.

- ☐ Listens attentively and asks questions to identify shared interests, experiences or other common ground
  - ☐ Shows an interest in what others have to say and acknowledges their perspectives, ideas and concerns
  - ☐ Expresses gratitude and appreciation to others who have provided information, assistance or support
  - ☐ Takes time to get to know co-workers, to build rapport and to understand the strengths and limitations of others
  - ☐ Provides assistance, information and support to others to build a basis for future reciprocity
  - ☐ Notices and accurately interprets what others are feeling, based on their choice of words, tone of voice, expressions and other nonverbal behavior
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**Competency  
#12**

**Managing Work** - Shows ability to plan, schedule and direct work of self and others.

- ☐ Balances task requirements and individual abilities
  - ☐ Manages time in order to meet deadlines
  - ☐ Allocates resources to best accomplish tasks
  - ☐ Sets realistic and achievable goals
  - ☐ Asks for help when needed
  - ☐ Anticipates potential obstacles to completion of work
  - ☐ Sets priorities and makes decisions that lead to success
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**Competency  
#13**

**Personal Credibility** - Demonstrates concern that one is perceived as responsible, reliable and trustworthy.

- ☐ Follows through on commitments
  - ☐ Respects the confidentiality of information
  - ☐ Respects the concerns shared by others
  - ☐ Displays honesty and is forthright with people
  - ☐ Carries their fair share of the work load
  - ☐ Takes responsibility for own mistakes and does not blame others
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**Competency  
#14**

**Planning and Organizing** - Defines tasks and milestones to achieve objectives and ensures the optimal use of resources to meet those objectives.

- ☐ Anticipates and prepares for upcoming events ensuring adequate resources are available
  - ☐ Considers the impact of something before it happens and makes necessary preparations or changes as needed
  - ☐ Puts things in a sequential or logical order in preparation for accomplishing a goal
  - ☐ Provides and develops appropriate documentation to track progress of a project
  - ☐ Adjusts timelines and informs affected parties
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**Competency  
#15**

**Risk Management** - Identifies, assesses and manages risk while striving to attain objectives.

- ☐ Willingness to take a chance
  - ☐ Takes risks while considering the parameters of the organization
  - ☐ Assesses the comfort level of participants, group, stakeholders, and sponsors before decision is made
  - ☐ Creates options with levels of risk identified
  - ☐ Prepares strategies to mitigate potential risk (Plan B)
  - ☐ Weighs risk against cost, time, energy, effect
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**Competency  
#16**

**Teamwork (Core)** - Participates as an active and contributing member of a team to achieve team goals. Works cooperatively with other team members, involves others, shares information as appropriate and shares credit for team successes.

- ☐ Listens and responds appropriately to other team members' ideas and proposals
  - ☐ Confers with other team members about their concerns
  - ☐ Expresses disagreement constructively
  - ☐ Reinforces and gives credit to team members for their contributions
  - ☐ Gives honest and constructive feedback to other team members
  - ☐ Works toward solutions that all team members can support
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**Competency  
#17**

**Technical/Professional Knowledge and Skills** - Possesses, acquires and maintains the technical/professional expertise required to do the job effectively and to create customer/client solutions.

- ☐ Understands and applies technical/professional best practices
  - ☐ Understands and applies technical/professional body of knowledge
  - ☐ Understands and applies technical/professional industry trends
  - ☐ Understands the interplay of technical/professional knowledge and skills with successful interpersonal interactions
  - ☐ Understands and uses technical/professional knowledge and skills as tools and resources for achieving organizational goals and objectives
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**Competency  
#18**

**Thoroughness** - Ensures that one's own and other's work and information are complete and accurate, carefully prepares for meetings and presentations, follows up with others to ensure that agreements and commitments have been fulfilled.

- ☐ Sets up monitoring procedures to ensure high quality of work
  - ☐ Acts to verify information
  - ☐ Checks the accuracy of own and others' work
  - ☐ Develops and uses systems to organize and keep track of information or work progress
  - ☐ Prepares for meetings and presentations
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**Competency  
#19**

**Vision and Strategic Thinking** - Supports, promotes and ensures alignment with the organization's vision and values. Understands how an organization must change in light of internal and external trends and influences.

- ☐ Communicates a clear, vivid, and relevant description or picture of where the organization should be in three, five, or 10 years
  - ☐ Expresses the vision in a way that resonates with others as demonstrated by their words and actions
  - ☐ Builds a shared vision with others
  - ☐ Influences others to translate vision to action
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**Competency  
#20**

**Work Standards/Quality Orientation (Core)** - Sets high quality work standards and well-defined, realistic goals for one's self. Displays a high level of effort and commitment towards completing assignments in a timely manner with thoroughness and accuracy. With minimal supervision, monitors and checks work to assure it meets standards. Is motivated to achieve.

- ☐ Recognizes that the quality of the individual's work impacts the quality of the work of the team, branch and/or the organization
  - ☐ Makes on-going efforts to improve how the work gets done in order to enhance efficiency and effectiveness
  - ☐ Desires to work smarter, not harder
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**Competency  
#21**

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**Written Communication** - Communicates ideas, thoughts and facts in writing. Uses correct grammar, spelling, sentence and document structure, accepted document formatting and special literary techniques to communicate a message in writing.

- ☐ Expresses ideas clearly and concisely in writing
  - ☐ Organizes written ideas clearly
  - ☐ Tailors written communications to effectively reach an audience
  - ☐ Uses concrete, specific language in their writing
  - ☐ Uses grammar, spelling and punctuation correctly
  - ☐ Uses an appropriate business writing style
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**Summary Of  
YOUR  
Leadership  
Competencies**

Which of the competencies are strongest for you? (most areas checked)

- 1.
- 2.
- 3.
- 4.

Which of the competencies have the largest area of improvement? (most areas blank)

- 1.
  - 2.
  - 3.
  - 4.
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