

Toolkit: Leadership Competency Assessment — Planning for the Role of Executive Leaders

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FOUNDATIONAL This research is reviewed periodically for accuracy.

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Initiatives: [Executive Leadership: Executive Transitions](#); [CIO Leadership, Culture and People](#)

This Toolkit contains a framework that new-to-role and transitioning executive leaders can use to assess themselves against a set of executive leadership competencies, identify areas needing improvement and create an action plan for development.

When to Use

This research is adapted from “[Toolkit: IT Leadership Competency Assessment](#),” in which CIOs and IT leaders are advised to assess themselves against a set of IT leadership competencies, identify areas needing improvement and create an action plan for development.

Identifying the right competencies for the new-to-role executive leader is essential to a successful executive transition and successful execution of the organization’s strategy in driving superior performance. Research has shown that the most effective models focus on select competencies (typically numbering five to 12). The 10 competencies listed in this Toolkit are commonly identified as part of the executive leader profile. Executive leaders may need to refine this list to reflect competencies relevant to their specific environment and required proficiency levels.

Directions for use

To complete the assessment, read the behavioral descriptions for each proficiency level of a competency and select the one closest to your demonstrated performance. If more than one description applies, choose the highest proficiency level typically exhibited.

Recommended by the Authors

[Research Roundup for CIOs on Leadership Competencies for 2021 and Beyond](#)

An Executive Leader's Guide to Agile Learning

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