

Leadership Competencies, Skills and Components



Personal Domain

Competencies and Skills	Components	Initial Assessment	Current Assessment	Target Proficiency	Priority
1. Developing self-awareness – an ability to understand oneself and one’s aspirations and possibilities	<ul style="list-style-type: none"> Has a practical understanding of “who I am” and “who I can become” Knows personal strengths, constraints, and development opportunities Develops self-confidence Routinely seeks out and receives feedback from others Builds emotional intelligence Knows one’s basic needs, motivations, and values Strengthens one’s ethical values and principles 				
2. Life-long learning – an ability to take charge of, and manage, one’s personal growth and development	<ul style="list-style-type: none"> Knows how to learn from practical experiences Knows one’s tolerance for ambiguity and change Develops professional expertise and capabilities Manages one’s personal and career ambitions 				
3. Setting and achieving goals – knowing how to set personal	<ul style="list-style-type: none"> Has a personal and professional vision Sets SMART goals 				

goals, allocate resources accordingly, monitor progress, and achieve results.	<ul style="list-style-type: none"> • Taking initiative • Plans, monitors, and manages goal achievement • Develops drive, perseverance, and resourcefulness in achieving goals • Achieves measureable results and learns from the process 				
4. Managing stress – the ability to diagnose, cope with, and respond positively to stressors	<ul style="list-style-type: none"> • Diagnoses and identifies stressors in one’s life • Manages reactions to stressors • Manages time and commitments • Builds personal resiliency and hardiness • Develops and maintains life balance 				
5. Problem solving and decision making – the ability to make effective decisions using rational and creative methods	<ul style="list-style-type: none"> • Being decisive • Defines problems, generates alternatives, evaluates alternatives, implements solutions • Practical ingenuity • Learns from problem solving experiences • Applies creative processes • Builds intuition and insight • Builds capacity for innovation 				

Interpersonal Domain

Competencies and Skills	Components	Initial Assessment	Current Assessment	Target Proficiency	Priority
6. Managing conflict and negotiation – The ability to experience and manage differences in constructive ways	<ul style="list-style-type: none"> • Diagnoses sources and foci of conflict • Manages emotions surrounding conflict • Values and learns from diversity • Understands one’s preferred conflict management style • Matches appropriate conflict management styles to conflict situation 				

7. Building positive relationships – The ability to initiate, create, and maintain mutually satisfying and beneficial relationships and social ties	<ul style="list-style-type: none"> • Understands and builds one’s emotional intelligence • Understands mutual needs and concerns • Creates mutually satisfying and beneficial connections with others • Builds trust and credibility • Assesses current networks for personal and professional purposes • Builds and manages networks • Builds social intelligence 				
8. Managing followership – Being a positive, productive, and sometimes outstanding individual contributor	<ul style="list-style-type: none"> • Assesses current commitments and allocates time and effort to make a positive and productive impact • Knows how to discover what is expected for strong results • Delivers outstanding results • Understands and manages interdependencies • Challenges the status quo, especially when it is the “right thing to do” 				
9. Reputation management – Builds and manages one’s personal reputation	<ul style="list-style-type: none"> • Develops awareness of how one is perceived by others • Creates and manages one’s personal reputation 				
10. Oral and written communication	<ul style="list-style-type: none"> • Communicates clearly, confidently, and persuasively in written, oral, and visual genres • Identifies and develops multimodal communication strategies appropriate for audience and purpose • Gathers, synthesizes, and analyzes information effectively to deploy powerful and focused arguments • Inquires, listens, accurately articulates, and responds productively to others 				

Management Domain

Competencies and Skills	Components	Initial Assessment	Current Assessment	Target Proficiency	Priority
11. Strategic management – Creating and implementing a shared vision, goals, objectives, and plans for achieving these aspirations	<ul style="list-style-type: none"> Defining purpose, goals, and strategies Creates awareness of strategic context or environment (sensemaking) Creates a shared vision and mission Translates mission into goals, objectives, and measures of success Creates plans to achieve goals and objectives Communicates goals and feedback to guide collaboration and solve problems Implements and updating plans to achieve desired results 				
12. Organizing – Designing and developing a structure to achieve desired results	<ul style="list-style-type: none"> Create an overall structure of shared responsibilities and interrelationships Create individual roles requirements, responsibilities, and expectations 				
13. Staffing – Assessing and selecting individuals for specific roles	<ul style="list-style-type: none"> Recruiting and selecting individuals for roles Assign people to roles based on interests and strengths 				
14. Empowering and delegating – Enabling others to have the authority, control, and voice in achieving shared objectives and making group decisions	<ul style="list-style-type: none"> Diagnoses situations where empowerment or delegation is appropriate Deploys strategies for enabling others to become empowered and confident in their roles Uses delegation strategies appropriately in decision making situations Group decision making 				
15. Providing feedback – The ability to deliver developmental feedback	<ul style="list-style-type: none"> Develops a plan for delivering feedback 				

to others for coaching, counseling, and other purposes	<ul style="list-style-type: none"> • Delivers feedback that is descriptive, problem-oriented, actionable, and specific. • Communicates feedback in ways that are conversational, validating, and respectful. • Takes ownership of messages 				
16. Teamwork – Launching, managing, and adjourning temporary, project -based groups and teams	<ul style="list-style-type: none"> • Understands principles of project management • Deploys strategies to effectively compose and launch project teams • Deploys strategies to structure, measure, and monitor the work performed in projects • Deploys strategies for adjourning project teams and learning from team experiences • Managing diversity 				

Leadership Domain

Competencies and Skills	Components	Initial Assessment	Current Assessment	Target Proficiency	Priority
17. Motivating and inspiring others – Creating an environment that enhances the ability, motivation, and opportunities among members to achieve outstanding results	<ul style="list-style-type: none"> • Diagnoses performance problems • Deploys strategies for resolving performance problems • Creates a motivating work environment • Uses rewards and recognitions to motivate others • Uses discipline to improve poor performance • Designs jobs that are motivating • Communicating a clear and meaningful vision (sensegiving) • Uses rhetorical strategies to enhance charisma and/or the effectiveness of leader communications 				

18. Building power and using influence – Understanding the existence and necessity of power and building power for ethical and shared purposes. The ability to gain others’ attention, commitment, and cooperation	<ul style="list-style-type: none"> • Diagnoses sources of personal and positional power • Manages one’s boss • Builds and manages personal sources of power • Manages positional sources of power • Knows how to covert power into influence • Diagnoses situations to select appropriate influence strategy • Knows how to influence upwards 				
19. Leading change –Creating and implementing positive and lasting change	<ul style="list-style-type: none"> • Envisioning and articulating new possibilities • Engaging and aligning relationships • Executing planned change • Embedding lasting changes 				
20. Adapting leadership styles – Using a repertoire of different leadership styles to meet the specific situational requirements	<ul style="list-style-type: none"> • Develops awareness of one’s natural or preferred leadership style • Selects behavioral strategies to meet specific situational needs (i.e., balancing a focus on relationships versus delivering results). 				
21. Creating cultures and identity Creating and maintaining shared values, practices, and identities	<ul style="list-style-type: none"> • Develops a meaningful and motivating shared identity • Identifies, selects, and reinforces shared values • Translates values into shared norms and routine practices • Knowing when to change versus preserve existing cultures 				