

## Leadership Academy - Leader Competencies

### 1. **Communication**

- Effectively expresses ideas and facts, in a succinct, organized manner
- Makes clear and convincing oral presentation
- Considers and responds appropriately to ideas and thoughts expressed by others
- Written Communication

### 2. **Leadership (providing vision and direction, fostering commitment)**

- Inspires and challenges others
- Takes a long-term view and initiates organizational change for the future
- Builds commitment to the vision with others
- Identifies opportunities to move the organization toward the vision
- Works with others to build vision

### 3. **Conflict Management**

- Resolves conflicts, confrontations, and disagreements in a positive and constructive manner
- Strives for win-win solutions
- Works to minimize negative personal impact

### 4. **Managing and Developing Others**

- Ensures that staff are appropriately selected, utilized, appraised, and developed
- Motivates and guides others' toward goal accomplishment
- Rewards people for efforts and achievements and ensures they are treated in a fair and equitable manner
- Empowers people by sharing information, knowledge, skills, power and authority
- Develops lower levels of leadership by pushing authority downward and outward throughout the organizations
- Coaches and mentors others

### 5. **Team Building**

- Manages group processes
- Encourages and facilitates cooperation, pride, trust and group identity
- Fosters commitment and team spirit
- Works with others to achieve goals

### 6. **Customer Focus**

- Anticipates and meets the needs of clients
- Achieves quality end products
- Advocates and takes action for improving services

7. **Diversity**

- Recognizes the positive influences of diverse cultures, viewpoints, behavioral and learning styles
- Adapts leadership styles to a variety of situations
- Builds a workforce that includes and values diversity in race, gender, culture, and other aspects of individual differences

8. **Relational Influence**

- Considers and responds appropriately to the needs, feelings, and capabilities of others
- Develops networks and coalitions with others who have mutual interests or goals
- Develops networks and coalitions with others who have complementary skills and knowledge
- Gains cooperation from others to obtain and share information and accomplish goals
- Builds consensus and finds mutually acceptable solutions
- Persuades others and influences outcomes
- Develops and maintains awareness of external factors that affect the organization

9. **Initiative (decisiveness, self-direction)**

- Demonstrates belief in own abilities and ideas
- Is self-motivating and results-oriented
- Recognizes own strengths and weaknesses
- Makes sound, well informed decisions
- Perceives the impact of decisions
- Commits to action to accomplish organizational goals

10. **Flexibility**

- Remains open to change and new ideas
- Adapts behavior and work methods in response to new information, changing conditions, or unexpected obstacles

11. **Process and Product Improvement**

- Assures that effective internal controls are developed and maintained to ensure the integrity of the organization, products and services
- Continually improves the quality of products and services
- Identifies simpler, faster, less costly processes for achieving high quality results

12. **Creativity and Innovation**

- Develops new insights into situations and applies innovative solutions to make organizational improvements
- Designs and implements new or cutting edge programs and processes

**13. Goal Attainment**

- Determines objectives and strategies
- Develops plans and organizes resources for implementation of projects
- Coordinates with other parts of the organization to accomplish goals
- Monitors and evaluates the progress and outcomes of operational plans
- Anticipates potential threats or opportunities
- Synthesizes large amounts of information into important points

**14. Policies & Regulations**

- Interprets and applies personnel procedures:
  - Harassment
  - Drug & Alcohol
  - FMLA
  - ADA
  - Workplace violence
  - Grievance procedures
  - AA/EEO
  - Employment
  - Pay, Benefits
  - Environmental Health and Safety

**15. Financial Management**

- Prepares, justifies, and administers budgets for program areas
- Plans, administers, and monitors expenditures to ensure cost-effective support of programs and policies
- Monitors, oversees, and controls revenue-generating activities

**16. QSP/ Basic Principles**

- Focus on the situation or behavior, not the person
- Maintain the self-confidence and self esteem of others
- Maintain constructive relationships with everyone
- Take the initiative to make things better
- Lead by example