

## Competency Definitions

### COGNITIVE LEADERSHIP SKILLS

<b>Analytical Orientation</b>	Demonstrating a preference for problems requiring precise, logical reasoning, and showing an ability to dissect and understand complex, multifaceted problems.
<b>Business Acumen</b>	Demonstrating good judgment and business sense as well as the ability to understand business operations, market trends, the competition, and the bottom-line.
<b>Creativity</b>	Demonstrating the ability to initiate original and innovative ideas, products, and approaches.
<b>Decisiveness</b>	The ability to make clear-cut and timely decisions with the appropriate amount of information.
<b>Objectivity</b>	The ability to maintain a realistic perspective and keep personal biases to a minimum.
<b>Prioritizing</b>	The ability to quickly identify critical tasks and manage time accordingly to complete these tasks without getting distracted by less important matters.
<b>Risk Taking</b>	The willingness to take sound, calculated risks, based on good judgment, in situations where the outcome is uncertain.
<b>Technical Orientation</b>	Demonstrating technical proficiency or expertise acquired through education, training, or experience.
<b>Thoroughness</b>	The ability to attend to detail and develop a comprehensive approach to problems.

### INTERPERSONAL LEADERSHIP SKILLS

<b>Active Listening</b>	Taking the time to listen to others' questions, concerns, and viewpoints, identifying the relevant information, and conveying it to the other person.
<b>Client/ Customer Focus</b>	Demonstrating a service-oriented approach, remaining open to feedback, and maintaining positive, trusting, productive relationships in order to meet the needs and expectations of internal and external customers.
<b>Communication</b>	Keeping direct reports and leaders informed about decisions, events, and developments that affect them.
<b>Conflict Management</b>	The ability to mediate and resolve conflicts and disagreements in a manner best for all parties involved.
<b>First Impression</b>	The ability to create a positive impact through social confidence, sincerity, dress, and verbal fluency.
<b>Formal Presentation</b>	The ability to deliver an interesting, informative, and organized presentation.
<b>Interpersonal Relations</b>	Relating to others in an outgoing, friendly, warm, and personable manner in order to establish and maintain effective interpersonal relationships.
<b>Negotiation</b>	The ability to negotiate outcomes that further the interests of the organization, and when possible, also further the interests of opposing groups.
<b>Operating Upwards</b>	The ability to comfortably interact with senior management using their language, understanding their perspective, and responding at their level.
<b>Persuasiveness</b>	The ability to sell others on ideas, approaches, products, and services.
<b>Sensitivity</b>	Showing a supportive, considerate, sensitive, and caring attitude toward the needs, concerns, moods, agendas, interests, and aspirations of others.
<b>Social Astuteness</b>	The ability to accurately read and respond diplomatically to organizational trends and norms, as well as effectively deal with organizational politics.

## Competency Definitions

### PERSONAL LEADERSHIP QUALITIES

<b>Achievement and Motivation</b>	Demonstrating the motivation to work hard, be successful, achieve difficult goals, and complete challenging tasks.
<b>Ambition</b>	Demonstrating a desire for increased influence and promotion in the organizational hierarchy.
<b>Dependability</b>	The ability to be counted on to meet commitments and deadlines.
<b>Desire to Learn</b>	Embracing new challenges and opportunities to learn, as well as demonstrating the motivation to grow and develop by responding positively to constructive feedback.
<b>Emotional Control</b>	Maintaining personal composure during times of stress or pressure, when things are uncertain, or when faced with conflict or disagreement.
<b>Flexibility</b>	The ability to adapt one's style or approach in order to adjust to changing circumstances or to achieve an objective.
<b>Independence</b>	The ability to be self-starting and work independently of others when necessary.
<b>Integrity</b>	Demonstrating a high quality of character including being honest, ethical, trustworthy, and sincere, and effectively representing and respecting company values.
<b>Open-Mindedness</b>	A willingness to consider new ideas and approaches, as well as input from others.
<b>Productivity</b>	Accomplishing an above average quantity and quality of work.
<b>Self-Discipline</b>	The ability to resist impulse, maintain focus, and see a project through to completion.
<b>Self-Esteem</b>	Demonstrating a high level of self-worth and self-confidence.
<b>Valuing Diversity</b>	Responding to others with dignity and respect and in a way that recognizes and values individual differences.
<b>Work/Life Balance</b>	Maintaining a healthy and productive balance between work responsibilities and life outside of work.

### SENIOR LEADERSHIP SKILLS

<b>Assuming Responsibility</b>	The willingness to step forward and take charge of a difficult situation without being asked to do so.
<b>Attracting Staff</b>	The ability to hire and retain staff, and keep turnover at an acceptable level.
<b>Delegation</b>	Delegating responsibility and authority to direct reports and giving them discretion in determining how to do their work.
<b>Developing/ Coaching Others</b>	Supporting the development and career goals of direct reports through work assignments, ongoing developmental discussions, and feedback.
<b>Emphasizing Excellence</b>	Setting challenging goals and high quality standards, and expecting direct reports to perform at their highest level.
<b>Facilitating Teamwork</b>	The ability to promote teamwork, cooperation, and identification with the work group.
<b>Inspirational Role Model</b>	The ability to set a positive and inspirational example for direct reports to follow.
<b>Involving Direct Reports</b>	Consulting with direct reports, soliciting suggestions, and taking these suggestions seriously.
<b>Monitoring and Controlling</b>	Checking on the performance of direct reports, giving them personalized feedback, and taking disciplinary action when necessary.

## Competency Definitions

### SENIOR LEADERSHIP SKILLS (continued)

<b>Motivating Others</b>	Showing enthusiasm and providing encouragement, recognition, constructive criticism, and coaching to direct reports.
<b>Organizational Spokesperson</b>	Serving as figurehead and spokesperson for one's unit, and effectively promoting and defending the interests of one's direct reports.
<b>Organizing the Work of Others</b>	Clearly defining roles and responsibilities for direct reports, and letting them know exactly what tasks should be done and what results are expected.
<b>Short-Term Planning</b>	Establishing short-term goals and objectives for direct reports and for the work unit, and developing action steps to achieve them.
<b>Strategic Planning</b>	The ability to establish a long-range direction for the organization or unit, set broad goals that align with the direction, and identify the means to reach those goals.
<b>Vision</b>	Seeing the "big picture" in the organization, industry, and economy, including having a clear sense of the company's ideal future state and communicating this to others in a compelling way.