

## LEADERSHIP COMPETENCIES

### Strategic Thinking and Vision

Encompasses the ability to formulate objectives and priorities, implement plans consistent with the long-term interests of the organization, and build with others a shared vision for the future.

- Defines a desired future state
- Communicates direction with enthusiasm
- Gains commitment to vision and values

### Integrity/Responsibility/Accountability

Requires fairness and honesty in all dealings and putting the interests of the organization ahead of personal interests.

- Strong moral and ethical standards
- Demonstrates follow through on assigned responsibilities and duties
- Sets high performance standards

### Commitment to Diversity

Promoting a culture that values differences in thought and perspective and working effectively with people of diverse backgrounds.

- Considers the greater audience with a wide-lens perspective
- Committed to growth in underserved or untapped populations

### Interpersonal Skills

The ability to listen and communicate with courtesy and respect and adjust one's style appropriately for different situations.

- Actively listens and engages
- Strong empathy
- Self-disciplined and self-motivated

### Communication Skills

Expressing ideas effectively in individual and groups situations (including nonverbal communication); adjusting language or terminology to the characteristics and needs of the audience

- Expresses thoughts clearly
- Solicits ideas, suggestions and opinions from others
- Listens to all points of view with an open mind

### Leadership and Motivating Others

Using appropriate interpersonal styles and methods to inspire and guide individuals toward goal achievement; modifying behavior to accommodate tasks, situations, and individuals involved.

- Focuses on the situation, not the person
- Asks for and gains commitment to action
- Mutually agrees on accomplishments

### Collaboration

Working effectively with team or work groups or those outside formal line of authority to accomplish organizational goals; taking actions that respect the needs and contributions of others; contributing to and accepting the consensus.

- Exchanges information freely
- Supports group decisions
- Puts group goals ahead of individual or own goal

### Continuous Learning and Innovation

Committed to ongoing education and professional development. Supports generating creative solutions to work situations; trying different and novel ways to deal with organizational issues and opportunities.

- Approaches job with commitment, imagination, and originality
- Generates novel solutions
- Suggests new ways to apply existing knowledge