



Competencies and Behaviors *Commissioner's Leadership Academy (CLA)*

Leader as Person

Perseverance

Looks at the extent to which an individual tenaciously stays on track and maintains focus on personal and/or professional goals

Skilled

- Pursues everything with energy, drive, and a need to finish
- Seldom gives up before finishing, especially in the face of resistance or setbacks

Unskilled

- May stick to efforts beyond reason, in the face of overwhelming odds and evidence to the contrary
- May be seen as stubborn and unyielding
- May not set appropriate priorities
- May find it difficult to change course
- May confuse personal have-to-do's with what most needs to be done

Ethics and Values

Ensuring integrity in personal and organizational practices; respects people and principles, including professional, ethical, and people values; builds respectful, bilingual, diverse and inclusive workplaces where decisions and transactions are transparent and fair. They hold themselves, their employees, and their organizations accountable for their actions

Skilled

- Adheres to an appropriate (for the setting) and effective set of core values and beliefs during both good and bad times
- Acts in line with those values
- Rewards the right values and disapproves of others
- Practices what he/she preaches

Unskilled

- May go to battle based on beliefs and values when not appropriate
- May be overly sensitive to situations he/she sees as litmus tests of principles, values, and beliefs
- May be as stubborn and insensitive to the need for change and compromise
- May be overly critical of those who do not hold the same values
- May use ethics statements to close off disclosure

Leader as Servant

Managing Vision and Purpose

Sees possibilities beyond today; communicates the vision through the organization in the form of distinctive strategies, objectives and action plans that maximize competitive advantage

Skilled

- Communicates a compelling and inspired vision or sense of core purpose
- Is optimistic
- Creates mileposts and symbols to rally support behind the vision
- Makes the vision sharable by everyone
- Can inspire and motivate entire units or organizations

Unskilled

- May leave people behind
- May lack patience with those who don't understand or share his/her vision and sense of purpose
- May lack appropriate detail-orientation and concern for administrative routine
- May lack follow through on the day-to-day tasks

Customer Focus

Commits to meeting the expectations and requirements of internal and external stakeholders; acts with stakeholders in mind; values importance of providing high-quality customer service

Skilled

- Is dedicated to meeting the expectations and requirements of internal and external customers
- Gets first-hand customer information and uses it for improvements in products and services
- Acts with customers in mind
- Establishes and maintains effective relationships with customers and gains their trust and respect

Unskilled

- May be overly responsive to customer demands
- May be too willing to change established processes and timetables to respond to unreasonable customer requests
- May make too many exceptions and not form consistent policies, practices, and processes for others to learn and follow
- Sticks so close to current customer needs that breakthroughs are missed

Leader as Communicator

Managerial Courage

Tactfully dispenses direct and actionable feedback; is open and direct with others without being intimidating; deals head-on with people problems and prickly situations

Skilled

- Doesn't hold back anything that needs to be said
- Provides current, direct, complete, and "actionable" positive and corrective feedback to others
- Lets people know where they stand
- Faces up to people problems on any person or situation (not including direct reports) quickly and directly
- Is not afraid to take negative action when necessary

Unskilled

- May be overly critical
- May be too direct and heavy-handed when providing feedback or addressing issues
- May provide too much negative feedback and too little positive feedback
- May put too much emphasis on the dark side
- May fight too many battles

Developing Direct Reports and Others

Establishes clear directions; sets stretching goals and assigns responsibilities that bring out the best work from people; establishes a good work plan and distributes the workload appropriately

Skilled

- Provides challenging and stretching tasks and assignments
- Holds frequent development discussions
- Is aware of each person's career goals
- Pushes people to accept developmental moves
- Is a people builder

Unskilled

- May concentrate on the development of a few at the expense of many
- May create work inequities as challenging assignments are parceled out
- May be overly optimistic about how much people can grow
- May endorse the latest developmental fad within the organization and cooperate with the system even when it doesn't make sense for an individual

Leader as Decision Maker

Decision Quality

Uses analysis, wisdom, experience, and logical methods to make good decisions and solve difficult problems with effective solutions; appropriately incorporates multiple inputs to establish shared ownership and effective action

Skilled

- Makes good decisions (without considering how much time it takes) based upon a mixture of analysis, wisdom, experience, and judgment
- Skillfully probes all appropriate sources; demonstrates advanced skill and keen insight in gathering, sorting, and applying key information. Demonstrates deep resolve and resilience throughout the process. Identifies the appropriate level of inclusion indicated; builds and leads coalitions and teams to facilitate the work when indicated
- Delivers solutions and decisions that have a positive, far-reaching, and comprehensive organizational impact, influencing future events and directions
- Is well respected inside and outside the organization; is often pursued as a consultant for input, analysis, process support, and direction

Unskilled

- May see himself or herself as overly wise or close to perfect, as someone who can't or doesn't make mistakes
- May be seen as stubborn and not willing to negotiate or compromise
- May get frustrated when advice is rejected; may tend toward analysis paralysis and wait too long to come to a conclusion
- May not relate well to less data-based people

Priority setting

Designs plans to accomplish complex and challenging tasks for groups or organizations; Empowers others by clearly communicating sequence and sense of tasks involved; Anticipates roadblocks, trends, and diversions and then prepares alternatives, taking event variations and organizational relationships into consideration

Skilled

- Spends his or her time and the time of others on what's important
- Quickly zeros in on the critical few and puts the trivial many aside
- Can quickly sense what will help or hinder accomplishing a goal
- Creates focus

Unskilled

- May let the trivial many accumulate into a critical problem
- May too quickly reject the priorities of others
- May have a chilling effect on necessary complexity by requiring everything to be reduced to the simple
- May confuse simple with simplistic
- May be too dominant a force on priorities for the team

Leader as Strategist

Strategic Agility

Anticipates future consequences and trends accurately; brings creative ideas to market; recognizes strategic opportunities for change; creates competitive and breakthrough strategies

Skilled

- Can anticipate future consequences and trends accurately
- Has broad knowledge and perspective
- Is future oriented
- Can articulately paint credible pictures and visions of possibilities and likelihoods
- Can create competitive and breakthrough strategies and plans

Unskilled

- May be seen as too theoretical
- May not be tolerant of or have patience with day-to-day details
- May over-complicate plans
- May not be able to communicate with tactical or less-complex people

Political Savvy

Understands and utilizes the dynamics of power, organization, and decision making to achieve objectives

Skilled

- Can maneuver through complex political situations effectively and quietly
- Is sensitive to how people and organizations function
- Anticipates where the land mines are and plans his/her approach accordingly
- Views corporate politics as a necessary part of organizational life and works to adjust to that reality

Unskilled

- May be seen as excessively political
- May not be trusted
- May tell others what they are expecting to hear rather than what he/she know to be true
- May overstate what he or she knows
- May be seen as manipulative and scheming