

# CORE LEADERSHIP COMPETENCIES

by Beth Armknecht Miller



*Understanding the core leadership competencies of your organization is critical to leadership development and managing your employees' talent. An absence of defined leadership competencies can lead to a weak leadership pipeline and negatively impact succession planning.*

**Directions:** Below are 10 leadership competency categories. As part of the leadership development process, the executive team should identify 2-3 sub skills in each category that are important to the growth, sustainability and values of the company. Current and future leaders can then be scored against the scaled down list using a 360 degree feedback survey and interviews. Then individual development plans can be created for each leader.

## Goal Achiever

- Clearly articulates the company's mission and vision
- Shows others how their daily work helps to accomplish the company's mission
- Inspires people to commit to achieving the company's mission
- Promotes effective partnerships, not competition, across departments
- Presents change as an opportunity not as a problem
- Establishes and communicates clear performance expectations with team

## People Developer

- Implements ways to build positive morale
- Gives people timely feedback
- Teaches staff new skills learned in leadership development

# Core Leadership Competencies

- Is available to others for help when needed
  - Asks people what they need to do their work better
  - Ensures that people receive the training and development they need to succeed
  - Encourages people to challenge sacred cows and status quo
  - Treats individuals with respect and dignity, regardless of their position in the company
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## Communicator

- Presents ideas clearly
  - Is an active listener, demonstrates an understanding of others views and needs
  - Accepts feedback from others in a positive and non-defensive manner
  - Encourages full and open communication
  - Avoids destructive comments about other individuals or groups
  - Avoids acting arrogant or “talking down” to others
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## Team Oriented

- Makes good hiring decisions
- Involves employees in decisions that effect their work
- Puts the good of the organization ahead of departmental interests
- Strives for consensus where appropriate
- Unifies their organization into an effective team
- Builds people’s confidence
- Holds people accountable for results
- Effectively deals with behavior that undermines teamwork
- Avoids playing favorites
- Avoids discrimination based upon race, sex, age, background

# Core Leadership Competencies

## Innovator

- Is willing to take the risks needed to achieve success
  - Creates an environment that encourages innovation and the development of new ideas
  - Trusts people enough to not micro-manage or over control
  - Treats mistakes as opportunities for learning, not disasters
  - Has the industry knowledge to get the job done.
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## Commitment to Service

- Promotes service recovery when customer expectations are not met
  - Is adamant about consistently meeting or exceeding customer expectations
  - Follows through to ensure quality service is delivered to customers
  - Effectively responds to customer feedback
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## Organized/Prioritizing

- Puts first things first
  - Demonstrates respect for others' time
  - Uses time and resources wisely
  - Assigns a fair and reasonable amount of work
  - Tackles problems and opportunities directly and promptly
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## Rewards and Recognizes

- Makes people feel that their contributions are important
- Uses creative ways to celebrate victories and accomplishments
- Rewards others in ways most valuable to them
- Effectively recognizes team members for their teamwork and performance

## Resourceful

- Asks people what he/she can do to improve
  - Approaches problems as opportunities and functions as a good problem solver
  - Is flexible in adjusting to changing situations
  - Consistently looks for new and better ways to get the job done
  - Effectively works through conflicts
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## Personal Mastery

- Demonstrates honest, ethical behavior in all personal and business transactions
  - Avoids political or self-serving behavior
  - Is willing to challenge higher management when needed
  - Deeply understands his/her strengths and weaknesses
  - Invests in ongoing personal development
  - Is calm and steady in difficult situations
  - Demonstrates self-confidence as a leader
  - Projects a professional presence/image for our organization
  - Remains upbeat and optimistic when things aren't going right
  - Demonstrates a good sense of humor
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Beth Armknecht Miller's passion for learning, and dedication to helping others, are strands woven throughout her distinguished career, which continue to guide her work with Executive Velocity, a top talent and leadership development advisory firm.



## To Your Leadership Success

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