Leadership Core Competencies

The 28 Leadership Core Competencies are divided into five levels. Definitions are listed below organized by the leadership levels.

Managing Self

**Integrity/Honesty:** Behaves in an honest, fair, and ethical manner. Shows consistency in words and actions. Models high standards of ethics.

**Interpersonal Skills:** Treats others with courtesy, sensitivity, and respect. Considers and responds appropriately to the needs and feelings of different people in different situations.

**Continual Learning:** Assesses and recognizes own strengths and weaknesses; pursues self-development.

**Resilience:** Deals effectively with pressure; remains optimistic and persistent, even under adversity. Recovers quickly from setbacks.

**Oral Communication:** Makes clear and convincing oral presentations. Listens effectively; clarifies information as needed.

**Written Communication:** Writes in a clear, concise, organized, and convincing manner for the intended audience.

**Flexibility:** Is open to change and new information; rapidly adapts to new information, changing conditions, or unexpected obstacles.

**Problem Solving:** Identifies and analyzes problems; weighs relevance and accuracy of information; generates and evaluates alternative solutions; makes recommendations.
**Managing Projects**

**Team Building:** Inspires and fosters team commitment, spirit, pride, and trust. Facilitates cooperation and motivates team members to accomplish group goals.

**Customer Service:** Anticipates and meets the needs of both internal and external customers. Delivers high-quality products and services; is committed to continuous improvement.

**Technical Credibility:** Understands and appropriately applies principles, procedures, requirements, regulations, and policies related to specialized expertise.

**Accountability:** Holds self and others accountable for measurable high-quality, timely, and cost effective results. Determines objectives, sets priorities, and delegates work. Accepts responsibility for mistakes. Complies with established control systems and rules.

**Decisiveness:** Makes well-informed, effective, and timely decisions, even when data are limited or solutions produce unpleasant consequences; perceives the impact and implications of decisions.

**Influencing / Negotiating:** Persuades others; builds consensus through give and take; gains cooperation from others to obtain information and accomplish goals.

**Managing People**

**Human Capital Management:** Builds and manages workforce based on organizational goals, budget considerations, and staffing needs. Ensures employees are appropriately recruited, selected, appraised, and rewarded; takes action to address performance problems. Manages a multi-sector workforce and a variety of work situations.

**Leveraging Diversity:** Fosters an inclusive workplace where diversity and individual differences are valued and leveraged to achieve the vision and mission of the organization.

**Conflict Management:** Encourages creative tension and differences of opinions. Anticipates and takes steps to prevent counter-productive confrontations. Manages and resolves conflicts and disagreements in a constructive manner.

**Public Service Motivation:** Shows a commitment to serve the public. Ensures that actions meet public needs; aligns organizational objectives and practices with public interests.

**Developing Others:** Develops the ability of others to perform and contribute to the organization by providing ongoing feedback and by providing opportunities to learn through formal and informal methods.
**Managing Programs**

**Technology Management:** Keeps up-to-date on technological developments. Makes effective use of technology to achieve results. Ensures access to, and security of, technology systems.

**Financial Management:** Understands the organization’s financial processes. Prepares, justifies, and administers the program budget. Oversees procurement and contracting to achieve desired results. Monitors expenditures and uses cost-benefit thinking to set priorities.

**Creativity / Innovation:** Develops new insights into situations; questions conventional approaches; encourages new ideas and innovations; designs and implements new or cutting edge programs/processes.

**Partnering:** Develops networks and builds alliances; collaborates across boundaries to build strategic relationships and achieve common goals.

**Political Savvy:** Identifies the internal and external politics that impact the work of the organization. Perceives organizational and political reality and acts accordingly.

**Leading Organizations**

**External Awareness:** Understands and keeps up-to-date on local, national, and international policies and trends that affect the organization and shape stakeholders’ views; is aware of the organization’s impact on the external environment.

**Vision:** Takes a long-term view and builds a shared vision with others; acts as a catalyst for organization change. Influences others to translate vision into action.

**Strategic Thinking:** Formulates objectives and priorities, and implements plans consistent with the long-term interest of the organization in a global environment, Capitalizes on opportunities and manages risks.

**Entrepreneurship:** Positions the organization for future success by identifying new opportunities; builds the organization by developing or improving products or services. Takes calculated risks to accomplish organizational objectives.