4 Essential Roles of Leadership™ Competencies

Role	Competency	Description
Inspire Trust	• Integrity	Acts in accordance with his/her personal values and behaves in a fair and ethical manner towards others.
	• Ethics and Values	Has clearly defined ethics and values. Can admit mistakes and take responsibility for personal and team behavior and results.
	• Modeling	Is perceived as a leader whose behavior is congruent with his/her personal and organizational values.
Create Vision	• Visioning	Thinks big. Sees beyond what is currently doable or even possible. Visualizes what could be and how it could happen.
	• Developing Strategy	Is able to develop a relevant strategy that aligns to organizational strategies and stakeholder needs.
	• Customer Focus	Identifies internal and external customers. Understands and articulates customer needs and responds in ways that create loyalty.
	• Stakeholder Communication	Frequently communicates with stakeholders at every level. Creates clarity for all stakeholders and two-way dialogue.
Execute Strategy	• Aligning Systems	Can create, improve, and align support systems that empower employees, improve operations, and make it easier to achieve results.
	• Goal Setting	Identifies clearly what is most important and can turn priorities into measurable goals with a clear starting line, finish line, and deadline ("From X to Y by When"). Focuses work on what is more important, not just urgent.
	• Managing and Measuring Work	Translates complex ideas into relevant work. Sets clear objectives and measures. Clarifies expectations with each team member. Monitors progress and results by keeping scoreboards. Gives timely feedback on progress.
	• Performance Management	Consistently and clearly communicates expectations, goals, and responsibilities, and holds people accountable to their achievements. Recognizes progress and rewards achievements.
Coach Potential	• Engaging Talent	Sees others as whole people who are inherently capable. Engages people's heads and hearts in the most important goals and priorities. Seeks to match task to talent.
	• Coaching for Performance	Uses coaching skills to unleash the potential in others through empathic listening, effective questioning, and acknowledging capability. Extends trust to others to create their own solutions.
	• Developing Direct Reports	Is a people builder who encourages team members to accept new, challenging, even stretching tasks and assignments. Gives encouragement and support. Can identify strengths and opportunities for growth.
	• Having Difficult Conversations	Clearly and respectfully confronts performance issues. Can identify the key issues, listen to understand, effectively advocate for desired actions, and set clear expectations for behavior change.