

LEADERSHIP & MANAGEMENT COMPETENCIES & PRACTICES

LEADERSHIP COMPETENCIES & PRACTICES

1. Position the company to be competitive in the marketplace
 - Scan for opportunities and threats
 - Protect the company's reputation and image in the marketplace
 - Be adaptive, flexible, and responsive to changing conditions
 - Effective change management
 - Company advocacy and visibility in the marketplace
 - Advocacy and branding
 - Build strategic relationships
 - Customers
 - Partners
 - Stakeholders
 - Shareholders
2. Define a vision for the future and conveying a sense of the direction and concern about the future of the organization
 - Provide leadership for strategic planning
 - Create a vision for the future and promoting shared vision
 - Establish priorities
 - Formulate strategies
 - Communicate the global landscape and changing priorities
 - Build support for the vision
 - Mobilize action on strategic priorities
 - Effective strategic decision-making (making decision today that have long term implications)
3. Assess and manage risk
 - Mine the environment for trends – monitor media and business intelligence from stakeholders, consumers, employees, shareholders
 - Identify and address negative trends
 - Integrate risk management into decision-making
4. Create a workplace where people want to work and are excited about the mission
 - Convey enthusiasm, energy
 - Stand for values
 - Convey excitement about the future
 - Demonstrate courage of convictions
 - Motivate employees

5. Reward and recognize the behaviors and results that you wish to achieve
Promote innovation, creativity and risk taking in the workplace
 - Blue sky thinking
 - Special projects with thresholds
 - Reward failure (appropriately)
 - Fund/fence time for innovation

6. Demonstrate effective communications and people skills
 - Emotionally intelligent
 - Being an effective and compelling communicator
 - Effective listener
 - Engage in effective people interactions
 - Collaborative
 - Participative
 - Be comfortable with conflict

7. Develop people and company competencies for the future
 - Identify and develop future leaders of the company (succession planning)
 - Career planning and development for every employee

8. Build and sustain a high performing leadership team
 - Internally –management team
 - Employee teams
 - With customers
 - With partners

9. Inspire high performance and energize the company
 - Challenge others to do their best
 - AMA high performance model
 - Be accountable as an operating norm in the culture
 - Inspire a desire for accountability and responsibility
 - Promote continuous learning as an organization

10. Stand for and model a set of values and principles
 - Demonstrate integrity
 - Build trust and walk the talk – credibility, trusting, trustworthy
 - Honest, genuineness, transparency
 - Principled
 - Practice what you preach
 - Promote a culture which is comfortable with conflict and addresses differences in an open and constructive way

MANAGEMENT COMPETENCIES & PRACTICES

1. Develop and executing strategic and annual business plans
 - Execute the leader's vision and strategies
 - Focus on and delivering results
 - Implement policies and plans
 - Effectively manage change
 - Adaptive, flexible
2. Effectively delegate and manage projects or tasks
 - Maintain an effective leadership team
 - Accountability tools
3. Make effective, data-driven decisions
 - Decision thresholds
 - Business case/issue paper
 - Leadership team processes
 - Documentation/archiving
4. Promote a culture which is comfortable with conflict and addresses differences in an open and constructive way
5. Deal with difficult people – both employees and customers
 - Manage issues and conflict in the workplace
 - Be an effective and compelling communicator (effective listening and speaking)
 - 360° feedback
6. Manage performance and organizational efficiency
 - Reward and recognize; celebrating successes/accomplishments
 - Deal with poor performance
 - Manage with clear roles, responsibilities, accountabilities
 - Set clear expectations, roles and responsibilities
 - Build accountability into the culture
7. Recruit and retain a competent and highly satisfied workforce
8. Develop people and teams
 - Career paths
 - Career development
 - Providing feedback
 - Job assignments

9. Promote a team environment, participation and collaboration

- Effective coordination, collaboration
- Effective meeting management
- Effective time management
- Effective project management

10. Manage effective meetings

- Facilitator training

11. Promote continuous learning as an organization

- SOPs
- Lessons learned
- Organization assessment