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Leadership Competency Builder

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Executive Summary
Leadership Competency Builder©

The success of organizations depends on their ability to anticipate core leadership competencies that they will need in the future. The *Leadership Competency Builder©* product is designed to help business leaders with this strategic need by identifying critical leadership competencies needed to position their organizations for sustained future success.

The *Leadership Competency Builder©* provides executives and managers with a list of research-based, high-impact leadership competencies. This list indicates what is most needed for successful leadership and can also be used to diagnose competency gaps in current leadership.

The *Leadership Competency Builder©* was built on an extensive literature review of top-tier academic research on leadership up to mid-2015, conducted by a team of researchers at the FIU Center for Leadership. This list of 45 leadership competencies was then thematically categorized into 5 "meta-competencies": Leading Self, Proving Strategic Focus, Connecting with Others, Leading Others, and Delivering Results. This tool can help organizations by making evidence-based research more accessible and applicable. Once critical competency gaps are identified, organizations can then take the necessary steps to develop those competencies to their full potential.

The list of competencies included in the *Leadership Competency Builder©* product, together with a brief description of each competency, are provided on the following page. A list of references for all the academic research papers examined in the development of the product is presented in the Appendix section.

For more information on the Leadership Competency Builder, please contact the Center for Leadership at 305-348-5323 or lead@fiu.edu.

List of meta-competencies and competencies

LEADING SELF

1. **Self-development**: striving for continuous self-improvement; engaging in self-reflection; open and showing willingness to learn; knowing own strengths and weaknesses
2. **Judgment**: making the right calls; demonstrating good judgment in strategies, tactics, and people decisions; reversing course quickly when needed; being timely and objective when making decisions
3. **Taking initiative**: being proactive and resourceful above and beyond formal policies or explicit direction
4. **Honesty & Integrity**: leading by example; demonstrating the ability to both determine as well as engage in morally correct behavior regardless of external pressures; worthy of reliance and trust
5. **Self-confidence**: balancing self-confidence with appropriate levels of humility
6. **Risk-taking**: taking reasonable risks when appropriate, not being afraid to question the status quo, going against the grain if necessary;
7. **Perseverance**: persevering through adversity and failure; resilience; staying upbeat even through challenging/trying times
8. **Accountability**: taking responsibility for own actions and those of followers

PROVIDING STRATEGIC FOCUS

9. **Systems perspective**: identifying patterns and connections between situations that are seemingly unrelated; managing complexity; understanding how all internal and external pieces fit together and create important context for one's team, unit, and organization
10. **Monitoring the external environment**: monitoring current and forthcoming trends, regulations, and industry standards that pose strategic threats, challenges, and opportunities
11. **Monitoring the internal environment**: monitoring policies, procedures, and people which pose current and forthcoming threats, challenges, and opportunities
12. **Thinking creatively**: developing novel, creative, value-added ideas, thinking "outside the box"
13. **Visioning**: creating a vision and direction for the team/organization; getting buy-in; creating a shared value and mission; being explicit about values
14. **Innovation and adaptability**: championing innovation; sensing the need for change and adjusting quickly; creating and sustaining transformative change
15. **Stakeholder orientation**: identifying and delivering on stakeholder needs. Stakeholders can include customers, employees, shareholders, partners, etc.
16. **Effective hiring and promoting**: effective hiring and promoting right people for leadership positions and/or promotions; getting the right people on the team
17. **Image and reputation**: actively working to build and maintain a positive reputation for the team/organization

18. **Problem-solving skills**: finding alternative solutions to problems, ability to find solutions with limited resources and conflicting information, implementing the most appropriate solution to problems
19. **Crisis management**: preparing for and acting quickly during significant disruptive events that change the normal functioning of the organization (i.e. natural and manmade disasters, product recalls, top management loss, etc.)
20. **Corporate Social Responsibility**: understanding that the organization has multiple diverse stakeholders outside of financial stakeholders; seeking to optimize balance beyond between profits, people, and social and environmental stakeholders

CONNECTING WITH OTHERS

21. **Political acumen**: skillfully navigating organizational politics; understanding key players and processes to get things done; avoiding political landmines
22. **Emotional intelligence**: regulating emotions and stress; expressing emotions effectively; skillfully using emotions to inform thinking; effectively reading emotions in others
23. **Supportive**: being supportive and considerate of others, displaying empathy, being helpful; showing concern at the individual level.
24. **Team player**: being cooperative; getting along well with others; maintaining effective working relationships even under difficult circumstances.
25. **Appreciation for differences**: respecting, understanding, and valuing differences in opinions, attitudes, race/ethnicity, gender, etc.; cosmopolitanism.
26. **Networking**: developing and maintaining contacts, relationships, and links both within and outside organization
27. **Upward and downward information sharing**: structuring and disseminating relevant information in a timely manner to the right people; not withholding valuable information from others; sharing with and receiving information from superior, peers, and subordinates
28. **Negotiation and mediation**: being able effectively negotiate for the organization; being able to find nuanced solutions to complex problems among seemingly incompatible parties
29. **Effective communication**: properly using oral, written, and body language, being a good listener

LEADING OTHERS

30. **Influence**: using influence and charismatic leadership to motivate, inspire, and encourage commitment in others; can be upward, downward, and lateral influence
31. **Team building**: creating and building morale, efficacy, trust, and cohesion in teams.
32. **Clarifying roles and objectives**: providing direction by assigning and communicating roles and responsibilities
33. **Managing team processes**: attending to the way the teams do their work and helping them to make necessary adjustments
34. **Developing others**: providing tactful, well-timed, and appropriate developmental feedback; striving to help others grow through experiences, mentoring, and training

35. **Appropriate use of authority**: relying on formal authority when necessary and appropriate; not relying solely on dominance as a leadership tactic
36. **Providing rewards**: recognizing and/or rewarding effective performance and major achievements
37. **Behavioral flexibility**: appropriately adapting leadership style to different environments, situations, people, and followers
38. **Fostering collaboration**: establishing alignment and promoting collaboration across diverse groups, people, teams even when their motivations, goals, and backgrounds differ

DELIVERING RESULTS

39. **Urgency**: acting with a sense of urgency; prioritizing and executing core tasks; continuously focusing on goal-attainment and following through with projects and endeavors
40. **Goal-setting**: effectively setting clear, difficult, specific, and obtainable goals for individuals and teams
41. **Monitoring performance**: keeping close watch of performance, behaviors, decisions in order to make adjustments and correct discrepancies quickly
42. **Planning**: carefully planning tasks, processes, and resources without losing the ability to adapt plans on the fly
43. **Delegation**: effectively delegating the appropriate decisions and tasks to the right people at the right time with proper follow-through
44. **Managing resources**: obtaining and managing human, financial, and material resources needed to get the job done; managing team boundaries; encourages autonomy
45. **Technical expertise**: demonstrating and applying relevant and appropriate knowledge and expertise to perform work-related activities; being technically proficient; staying up-to-date with current technologies; being seen as an expert

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