



Leadership Competencies

An overview of the Leadership Competencies with a summary of their impact at different levels

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1. Leadership Competencies

Strategic Thinking

- Ability to analyse influencing factors both inside and outside the Company
- To provide strategic direction to the organisation in terms of analysis, advice and direction for the next 5 years

Organising for Achievement

- Establishing obtainable objectives then delegating/organising resources to achieve a standard of excellence and monitoring on-going performance

Managing People

- Ability to demonstrate desired management skills (directing, developing, leading)
- To effectively manage all resources to achieve organisational goals and budgets

Communication

- The practice of expressing, sharing and listening to information in a two-way manner continually
- Communication covers both verbal and written information

Interpersonal Style

- Displays a range of high-level interpersonal skills that inspires confidence and enables people to be effective and be recognised for achievements

Values/Organisational Commitment

- The commitment to act in ways that promote and support the needs, priorities and goals of the Company

Continuous Learning and Improvement

- Demonstrated commitment to personal and professional development and an ability to keep up to date with current professional knowledge

Customer Focus

- A desire to help or meet the needs of others
- Focusing effort on discovering and meeting the customer or clients needs

2. Strategic Thinking

Ability to analyse influencing factors both inside and outside the Company, to provide strategic direction to the organisation in terms of analysis, advice and direction for the next 5 years

Level One

- Uses analytical techniques to evaluate and synthesise data from multiple sources
- Creates innovative new models or theories to explain complex situations and reconcile discrepant data.
- Anticipates situations at least 5 years ahead and acts to create strategic opportunities or avoid problems.
- Communicates a compelling and inspirational vision that generates excitement, enthusiasm and commitment to the Company's mission, values and goals.
- Makes strategic choices as to where the investment of time and money will return the best payoff on a Company wide basis.
- Understands and addresses underlying problems, opportunities or political forces affecting the Company in relation to the external and internal environment.
- Develops innovative and entrepreneurial initiatives that provide outstanding contributions to Company objectives in a global context.

Level Two

- Systematically evaluates complex problems and draws together component parts to make correct decisions.
- Anticipates future needs and creates innovative new concepts that are not obvious to others.
- Applies knowledge of past trends to look and plan ahead strategically.
- Acts in a way that inspires others to commit to the Company mission, vision and goals.
- Makes strategic choices as to where the investment of time and money will return the best payoff to the department.
- Understands and uses political relationships within the Company to achieve goals.
- Contributes to entrepreneurial activity and initiatives to provide growth and development opportunities for the Company in the future.

Level Three

- Analyses the relationships among several parts of a problem or situation.
- Recognises causes of events and consequences of actions.
- Creates opportunities or minimises problems by acting up to one year ahead.
- Encourages others to buy into the Company's mission, vision and goals.
- Makes pragmatic financial decisions to ensure targets are achieved.
- Understands and recognises unspoken organisational constraints and uses these to yield the best results.
- Understands the organisational objectives of the Company and applies these within the context of growth and development for the entire Company.

Level Four

- Breaks down problems into lists of tasks or activities.
- Sets priorities for tasks in order of importance.
- Recognises and acts upon present opportunities or addresses present problems.
- Supports the Company's mission, vision and goals.
- Takes financial considerations into account when making decisions.
- Understands and uses the formal structure of the Company to achieve goals.
- Understands and applies the objectives of the Company in departmental planning.

3. Organising for Achievement

Establishing obtainable objectives, then delegating/organising resources to achieve a standard of excellence and monitoring on-going performance.

Level One

- Commits significant resources and/or time to improve performance and reach new goals, while also taking action to minimise risks involved.
- Makes decisions, sets priorities and chooses goals on the basis of explicit considerations of potential profit to the Company.
- Reschedules or accelerates work activities to meet future requirements and current deadlines.
- Maintains an overview of entire projects to ensure all elements are fully considered in a cohesive manner.
- Quickly weighs up opposing arguments and priorities, and competing/conflicting demands to act in a decisive manner.

Level Two

- Sets challenging goals to improve performance, then measures against these goals.
- Makes decisions, sets priorities and chooses goals on the basis of explicit considerations of potential profit to the department.
- Prioritise work activities to achieve goals and monitors progress against deadlines.
- Works with others to ensure that all elements of a project are considered.
- Able to quickly prioritise conflicting demands and evaluate opposing arguments.

Level Three

- Sets goals for improving performance and seeks to measure improvement.
- Conducts cost-benefit analyses in order to make the right decisions for the future.
- Monitors the quality/accuracy of both own and employee's work.
- Plans ahead to ensure that project details are not forgotten.
- Able to deal with conflicting demands from different sources quickly and calmly.

Level Four

- Constantly tries to improve own performance.
- Has an awareness of the bottom line.
- Takes responsibility for own work to ensure timeliness and accuracy.
- Ensures that project details are adhered to.
- Deals with competing demands calmly.

4. Managing People

Ability to demonstrate desired management skills (directing, developing, leading) to effectively manage all resources to achieve organisational goals and budgets

Level One

- Calculates the impact of actions and words on others and uses a range of flexible interaction styles accordingly
- Deals openly, directly, tactfully and constructively with performance issues in relation to agreed goals.
- Uses empowering strategies to produce effective teams, boost productivity and ensure all team members feel equally valued.
- Anticipates potential sources of conflict between individuals and groups and negotiates solutions that meet the end goals of the organisation.
- Develops and implements resource management strategies to obtain optimum employee satisfaction and productivity across the Company.
- Puts strategies in place to ensure selection decisions within the Company are based on good judgment and objective reasoning.

Level Two

- Calculates the impact of actions and words on others and adapts a flexible interaction style accordingly.
- Tactfully process as positive and negative feedback about performance against agreed goals
- Encourages and empowers teams to ensure long-term objectives are achieved.
- Facilitates problem identification and negotiates solutions to the satisfaction of all parties.
- Develops and implements resource management strategies to ensure employee satisfaction is optimised within the department.
- Puts strategies in place to ensure selection decisions within the department are based on good judgment and objective reasoning.

Level Three

- Is aware of impact of actions and words on others and tries to influence people accordingly.
- Conducts regular feedback sessions with employees.
- Proactively provides practical support or assistance to help employees succeed.
- Can recognise conflict when it occurs and can recommend appropriate solutions.
- Works within the team and manages resources to encourage greater productivity and input.
- Shows foresight, judgment and impartiality in selecting people for positions.

Level Four

- Takes action to try and persuade or influence others.
- Gives specific detailed directions to make needs and requirements clear.
- Ensures that resources are available to help staff members succeed.
- Uses negotiation skills to achieve solutions between individuals and groups.
- Works to achieve optimum self-productivity and input to role.
- Selects people for positions in an objective and fair manner.

5. Communication

The practice of expressing, sharing and listening to information in a two-way manner, continually Communication covers both verbal and written information.

Level One

- Implements and promotes communication strategies to ensure that people are informed about developments affecting the department/Company.
- Develops a broad network of useful contacts both inside and outside the Company.
- Develops and implements strategies to foster excellent communication systems for the Company both internally and externally.
- Uses a range of communication systems and styles to actively promote own department and/or Company to others including the media.
- Develops and implements systems to gather information and ensure suggestions/ideas are encouraged and acted upon.
- Has an intuitive understanding of why people act and respond in particular ways.

Level Two

- Implements communication strategies to ensure that people are informed about developments affecting the department.
- Develops a network of useful contacts with relevant people in the Company.
- Develops and implements strategies to foster excellent communication systems within the Company.
- Uses a range of communication systems to promote department and/or the Company.
- Actively gathers information from others to ensure suggestions/ideas are encouraged and acted upon.
- Understands why people respond in particular ways.

Level Three

- Keeps relevant people informed and up to date about developments affecting the department.
- Develops a network of useful contacts within the department
- Implements strategies to foster excellent communication systems with key contacts.
- Uses a range of communication systems to promote own ideas/department to others.
- Gathers information from others and asks for suggestions/ideas.
- Picks up on the underlying feelings of others.

Level Four

- Keeps an individual informed about decisions affecting them.
- Develops good working relationships with work colleagues.
- Displays an open communication style with clients, peers and staff.
- Promotes own ideas and can defend or explain departmental approach.
- Listens and asks questions when talking to others to test understanding.
- Is aware of the underlying feelings of others.

6. Interpersonal Style

Displays a range of high-level interpersonal skills that inspires confidence and enables people to be effective and be recognised for achievements

Level One

- States confidence in self, department and Company in discussions with others both internally and externally.
- Initiates or pursues friendly networking relationships with work related people outside the work setting.
- Promotes a Company culture of keeping issues in perspective and having fun at work.
- Fosters a Company culture of approachability, openness and flexibility.
- Acts as a role model by balancing work and family priorities and encouraging others to do similarly.
- Recognises strong emotions or stress and takes action to respond constructively to the source of the problem.

Level Two

- States confidence in self and department in discussions with others.
- Builds friendly informal networking relationships with people in the work environment.
- Promotes humour to raise staff morale and productivity.
- Proactively encourages others to make contributions, discuss issues and work in a flexible manner.
- Promotes balance in work and family life to self and others.
- Uses stress-management techniques to recognise and deal with emotional responses.

Level Three

- States confidence in own judgement and compares own abilities favourably with others.
- Builds rapport by making informal contacts in a work situation.
- Does not take self seriously and appreciates the humorous side of situations.
- Makes self approachable and receptive to others and maintains a flexible approach.
- Maintains a balance between work and family life.
- Can discuss issues calmly despite strong emotions.

Level Four

- Is confident in own decisions and work.
- Makes and maintains working relationships with others.
- Can see the humorous side of situations
- Maintains an open door policy and gets on with people.
- Ensures that family life is not neglected for work.
- Resists temptation to engage in inappropriate or impulsive behaviour.

7. Values/Organisational Commitment

The commitment to act in ways that promote and support the needs, priorities and goals of the Company

Note that the behavioural examples are presented in three contexts – involving the individual, a direct report situation and a cross-functional setting.

Honesty & Integrity – A commitment to being truthful in words and actions

- Is prepared to admit they are wrong and will apologise.
- Draws attention of relevant Department to an overpayment.
- Is prepared to honour a commitment to transfer surplus resources to another area.

Responsible – Accepts liability for one's own actions

- Ensures resources are utilised in line with Company requirements and expectations.
- Accepts accountability for incorrect advice given by subordinate staff.
- Ensures that one's own decisions do not adversely impact upon the Company.

Reliable – Timeliness, accuracy, consistency and dependability

- Follows through tasks without the need for monitoring and prompting by others.
- Provides clear and consistent guidelines for the behaviour and performance of one's staff.
- Can be depended upon to contribute effectively as a member of a project team.

Courage – Having the conviction and confidence to express non-traditional or difficult opinions and propose courses of action

- Willingness to set an ambitious new direction and to work towards having that view or action accepted and implemented.
- Confronts rather than avoids difficult issues, such as staff performance issues.
- Knows the facts or has the professional knowledge and brings this to the attention of the group and speaks against or challenges the dominant view.

Compassion – Demonstrates empathy, tolerance, responsiveness and consideration towards others in the work environment

- Looks favourably towards a request for leave even during the busiest working period.
- Would notice and follow-up when a staff member is not performing at her/his usual standard.
- Understands and is supportive of colleagues during times of crisis.

Ethical/Moral – Ensures that one's actions and decisions are aligned with professional principles and standards

- Maintains confidences and declares conflict of interest.
- Takes appropriate action in relation to unfair treatment of staff.
- Acknowledges their own misjudgements that adversely impact on others and apologises where appropriate.

8. Continuous Learning and Improvement

Demonstrates commitment to personal and professional development and an ability to keep up to date with current professional knowledge

Level One

- Displays an active interest in and expert knowledge of the Company as a whole and an interest in the academic disciplines.
- Acts at a strategic level to ensure that the Company adapts and changes by taking advantage of technological advances.
- Takes responsibility for creating a Company culture that actively supports/promotes personal improvement, setting challenges and learning from mistakes.
- Develops and implements Company systems that ensure continuous growth and improvement.
- Loves learning and develops leading edge knowledge/techniques in area of professional expertise.

Level Two

- Displays an active interest in the Company as a whole and the academic discipline of the department.
- Becomes knowledgeable about technological advances and promotes use within the Company.
- Actively encourages others in personal improvement, setting challenges and learning from mistakes.
- Develops and implements departmental systems that ensure continuous growth and improvement.
- Keen to learn and develops new techniques/improvements in area of professional expertise.

Level Three

- Displays an active interest in the academic disciplines of related departments.
- Learns to use and promotes technological advances to others.
- Encourages others to take part in a range of learning opportunities and learn from mistakes.
- Encourages others to contribute ideas towards continuous departmental growth and improvement.
- Keen to learn and actively keeps up to date with new developments in field of expertise.

Level Four

- Displays an interest in the academic disciplines.
- Keeps up with technological advances.
- Takes part in a range of learning opportunities and uses mistakes as an opportunity to learn.
- Contributes ideas towards continuous departmental growth and improvement.
- Has an interest in learning about new developments in field of expertise.

9. Customer Focus

A desire to help or meet the needs of others, focusing effort on discovering and meeting customer or client's needs.

Level One

- Demonstrates and promotes a quality service culture by consulting and involving customers, colleagues and stakeholders.
- Maintains clear communication with customers regarding mutual expectations and manages complex customer relationships.
- Develops and implements Company systems/policies/guidelines to ensure outstanding customer service is achieved.
- Develops and implements top level marketing strategies to identify the customer base and design products and services around their needs.
- Develops appropriate strategic alliances with business groups to enhance the quality of service offered to customers.
- Develops and implements mechanisms to proactively seek feedback from customers and act on information received.

Level Two

- Demonstrates a quality service to others by involving customers, colleagues and stakeholders.
- Maintains clear communication with customers regarding mutual expectations.
- Develops and implements departmental systems/policies/guidelines to ensure outstanding customer service is achieved.
- Develops and implements departmental marketing strategies to identify the customer base and offer products and services that meet their needs.
- Develops appropriate strategic alliances with other departments to enhance the quality of service offered to customers.
- Proactively seeks feedback from customers and acts on information received.

Level Three

- Takes personal responsibility for dealing with customer enquiries, requests or complaints
- Maintains clear communication with customers.
- Maintains systems/policies/guidelines to ensure outstanding customer service is achieved.
- Seeks information about real underlying needs of the customer beyond those expressed, and matches these to available products and services.
- Develops appropriate alliances with others to enhance the quality of service offered to customers.
- Acts on feedback received from customers.

Level Four

- Follows up on customer enquiries, requests or complaints.
- Gives friendly, cheerful service.
- Follows set systems/policies/guidelines to ensure outstanding customer service is achieved.
- Identifies the needs of each individual customer and responds appropriately.
- Understands the Company's products and services and can explain these to customers.
- Keeps others informed about customer feedback received



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