LEADERSHIP COMPETENCIES FRAMEWORK – FIRST-TIME FIRST-LINE LEADERS PROGRAMME
Leadership Behaviours

Organisation Development Institute
Developing people, leading organisations

Competency	Operational Level 1 *Member of a team engaged directly in providing a product or service to internal or external customers*	Operational Level 2 *Responsible for a team engaged directly in providing a product or service to internal or external customers*	Tactical Level *Responsible for a team of team leaders engaged in development of products or services aligned to organisational strategy*	Strategic Level *Responsible for an autonomous unit or organisation engaged in developing strategies that will sustain the organisation into the future*
Adaptability	· Is open to change - adaptable and flexible · Willingly implements requested changes · Supports colleagues to implement change	· Responds in a positive and flexible manner to change and uncertainty · Shares information with the team and assists them to adapt	· Operates effectively in an environment of on-going change and uncertainty and maintains flexibility · Promotes change when appropriate and facilitates it by setting up appropriate management structures, practices and support mechanisms · Ensures stakeholders are kept fully informed during times of change	· Recognises constant nature of change and maintains flexibility · Drives the change agenda, defines high-level objectives and ensures translation into practical implementation strategies · Secures stakeholder commitment to change and maintains open communication during the process · Builds an organisational culture that supports change · Incorporates change capability into all organisation processes · Oversees implementation of multiple change initiatives with focus on the desired outcomes
Collaboration	· Builds and sustains positive relationships with team members · Maintains a focus on developing relationships with internal and external customers and suppliers · Is an effective team member – contributes, cooperates and supports others	· Builds and sustains relationships with key people in the organisation · Anticipates and is responsive to customer needs · Uses knowledge of team dynamics to create norms for effective team functioning · Takes time to thoroughly induct new team members · Facilitates resolution of interpersonal conflicts · Recognises agendas shared with other teams and works cooperatively to achieve shared goals	· Builds and sustains relationships with key people in the organisation and with a range of external stakeholders · Shows a commitment to customer service through own actions and those of the business unit · Clarifies working relationships, functions and key teams to remove ambiguity · Looks for shared agendas and uses these to bring functional areas and teams together	· Builds and sustains internal and external relationships that provide a rich intelligence network · Shows a commitment to client service through own actions and those of the organisation · Encourages stakeholders to work together and establishes cross-organisational approaches to address problems and issues
Communication	· Communicates messages clearly and concisely - focuses on key points and uses appropriate language · Checks own understanding of others' comments and asks for clarification when unsure · Ensures customer feedback is captured and passed to relevant channels in the organisation · Willingly shares knowledge and information	· Selects the most appropriate medium to convey information · Structures written and oral communication to ensure clarity · Adapts language and media to suit audience · Holds regular meetings to discuss plans and issues, and provide context for decisions · Listens to, and considers, different ideas and discusses issues thoughtfully · Seeks customer feedback on service and needs	· Manages communication flows and formats to ensure all who need to be are kept in the loop · Approaches negotiations with a clear understanding of key issues and desired outcomes · Identifies relevant stakeholders' expectations and concerns	· Communicates the organisation's values and desired behaviours within and beyond the organisation · Manages complex negotiations, anticipating stakeholder reactions and presenting persuasive arguments · Oversees external and internal public relations, ensuring suitable and accurate communications in the public arena and mass communications to internal stakeholders · Maintains high visibility amongst all stakeholders, representing the organisation appropriately with all audiences · Exhibits strong political skills
Creativity and Innovation	· Looks for and communicates change opportunities for improvement · Thinks outside the square and shares information about potential innovations	· Encourages creative thinking and acts on ideas for operational improvement	· Demonstrates openness to new ideas · Encourages creativity and innovation - sponsors pilot projects to test innovations · Seeks operational efficiency through technology and continuous improvement, streamlines and adapts processes	· Champions innovation and creativity, advocates for new ideas, processes and products · Puts in place policies and procedures to shape the required culture and working environment
Decision Making	· Is aware of the implications of issues that impact own work objectives · Uses own judgement and experience to solve problems and make decisions in area of accountability · Is aware of limits of knowledge and when to seek assistance	· Undertakes analysis and draws accurate conclusions based on evidence · Consults with others to inform sound operational decisions · Thinks laterally, identifies and implements improved work practices · Coaches team members by sharing knowledge and experience to build expertise in commonly encountered and new situations	· Thinks ahead to pre-empt problems · Implements risk management strategies · Identifies problems and works to resolve them · Recognises and accounts for linkages between related issues · Takes a systematic approach to major operational decisions using qualitative and quantitative information · Calls in and listens to expert advice when appropriate · Explores options and makes sound decisions under pressure · Makes effective decisions based on probability when information is ambiguous, conflicting or incomplete	· Anticipates long-term and strategic risks, identifies the implications for the organisation and helps others recognise them · Capitalises on innovative alternatives to resolve complex problems · Gathers and analyses information from a wide range of internal and external sources · Relies on organisational values and purpose, own expertise and experience, where information is incomplete and outcomes uncertain · Is prepared to make tough decisions to achieve desired outcomes
People Development	· Communicates career interest and takes responsibility for personal development · Seeks feedback from others - understands areas of strength and works with supervisor to identify development needs · Seeks self-development opportunities	· Recruits and selects team members ensuring capability and fit with team and organisational values · Monitors and evaluates team member performance and contributes to evaluation of advancement potential · Takes time to coach and build individual capability · Identifies learning opportunities for team members and delegates developmental tasks · Ensures awareness of areas of personal strength within the team and communicates these to all relevant others	· Oversees recruitment and selection activities so that good hiring decisions are made · Coaches direct reports to develop leadership capability · Supports direct reports in evaluating team potential and mentors indirect reports for their career development · Makes time for people and offers full support when required · Contributes to talent pool identification and development, and to succession planning	· Undertakes long-term capability planning to enable the organisation to meet its potential · Oversees the development of the identified talent pool · Identifies critical positions and puts in place plans to develop or acquire successors · Offers support to staff in times of pressure · Organises activities to celebrate success and maintain morale · Assists in planning for own succession

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Personal Leadership	· Demonstrates commitment to action - personal drive, focus and energy · Shows initiative and does what is required in difficult circumstances · Acts professionally and operates within the boundaries of guidelines and priorities · Is aware of the impact of own actions on others and is open to constructive feedback · Is honest and reliable · Acknowledges and learns from mistakes · Remains positive and responds calmly to pressure	· Provides impartial and clear advice, and justifies opinions if challenged · Critically analyses and reflects on own performance, recognises the impact on others, seeks feedback and acts on it · Acts appropriately and consistently in all situations · Is an effective representative of the team in internal forums	· Personal values are clearly aligned to those of the organisation · Models the organisation's desired behaviours · Openly communicates own strengths, development needs and areas in which own capabilities complement those of others · Is resolute in difficult circumstances · Stands by own position and supports others by wise counsel · Takes responsibility for mistakes and learns from them · Monitors own emotional reactions and responds calmly to pressure · Rapidly recovers from setbacks · Displays a positive outlook in difficult situations	· Acts as a role model for leadership courage by consistently raising critical or difficult issues · Champions positivity · Inspires others to act · Persists and focuses on achieving organisational objectives throughout periods of extreme pressure · Retains focus on the end goal and overcomes significant barriers and obstacles · Displays modesty and humility – is not egocentric · Puts the needs of the organisation ahead of personal interests
Planning	· Makes personal work plans in order to use time effectively · Provides input, including customer and market intelligence, to assist managers with operational planning	· Translates organisational strategy to team operational plans and priorities, informed by customer feedback · Schedules and allocates tasks in appropriate cycles · Takes customer feedback and market intelligence into account in operational planning · Sets clear boundaries · Ensures suitable resources are available	· Effectively translates organisational strategies to business unit priorities and action plans · Maintains effective channels throughout the organisation for on-going customer feedback, and uses this as input for planning · Thinks ahead, anticipates priorities, considers the impact of a range of issues · Monitors and manages resourcing pressures to ensure optimum outcomes	· Facilitates information accessibility and sharing · Looks beyond the organisation's boundaries to achieve the optimum resourcing strategy · Develops and achieves the organisation's sustainability agenda
Results Focus	· Takes personal responsibility for completing work to required standards · Commits energy and drive to see that goals are achieved · Adheres to policies, standards and procedures · Provides timely feedback on activities and problems · Seeks assistance promptly with problems outside scope of expertise	· Takes accountability for team outcomes · Delegates tasks to team members according to capability · Ensures clarity on guidelines, expectations, priority, accountability and authority · Looks for and removes barriers to performance · Provides prompt feedback on effectiveness, and recognises achievement · Analyses poor performance issues to identify and then address causes · Provides effective on-job training to team	· Takes accountability for results in business unit · Ensures appropriate delegation of work between departments and roles, with clear boundaries and minimum ambiguity · Ensures each role has appropriate authority and resources · Structures operating procedures and processes to ensure effective workflows and cooperation between teams · Supports team leaders and managers in managing performance of their teams · Ensures a working environment that motivates top performance	· Takes accountability for delivering bottom line results and meeting balanced scorecard objectives · Builds stakeholder confidence in the organisation · Understands organisational dynamics · Drives a culture of excellence and accountability by ensuring appropriate organisational structure and operating parameters · Drives a culture of achievement and fosters a quality focus · Clearly communicates and monitors critical success factors · Accepts accountability for mistakes made and ensures corrective action is taken
Vision and Strategy	· Shows belief in, and commitment to the organisation's purpose · Is able to explain the organisation's strategy and the reasons behind it · Personal actions clearly support organisational strategy and values · Demonstrates organisational loyalty and support · Maintains a clear focus on providing service to internal and external customers · Works to ensure customer satisfaction	· Ensures team clearly understands the organisation's vision and strategy and how they personally contribute · Provides a personal example in aligning personal actions with the organisation's purpose and strategy · Leads product and service delivery to achieve the organisation's purpose · Maintains a clear focus on understanding and meeting customer needs	· Contributes to the formulation of the strategic plan · Actively contributes to the review and formulation of organisational strategy, using customer and market intelligence · Promotes a shared commitment to the strategic direction · Clearly communicates the organisation's purpose · Ensures focus by signalling key performance indicators	· Facilitates development of a strategic plan that will achieve future potential · Translates the overall strategy to the various business units · Champions and initiates organisational review · Develops the organisation's purpose and direction to sustain it into the future · Maintains a systems view of the organisation · Puts in context the organisation's history and future potential · Champions the customer and fosters a customer-centric culture · Communicates strategy to external stakeholders

Management Skills

Leaders require management skills in order to achieve the tasks within their roles. *Operational proficiency* is often required across a range of disciplines. Usually *professional proficiency* is limited to one or two 'home' disciplines in which the leader has been formally trained and recognised. The management skills amongst leaders are generally drawn from among Accounting, Finance, Law, Human Resources, Marketing, Management and Governance, Arts, Engineering and the Sciences.

Operational Proficiency	Understands broad principles of the discipline; commissions discipline specialists to provide advice and services; is competent to communicate with those specialists in the language of their discipline; is competent to critique specialists' work
Professional Proficiency	Is qualified in the discipline; is a member of its professional body; is current with the discipline's principles and practices; is competent to complete work in the discipline for the organisation; networks with and supports professional peers in the discipline