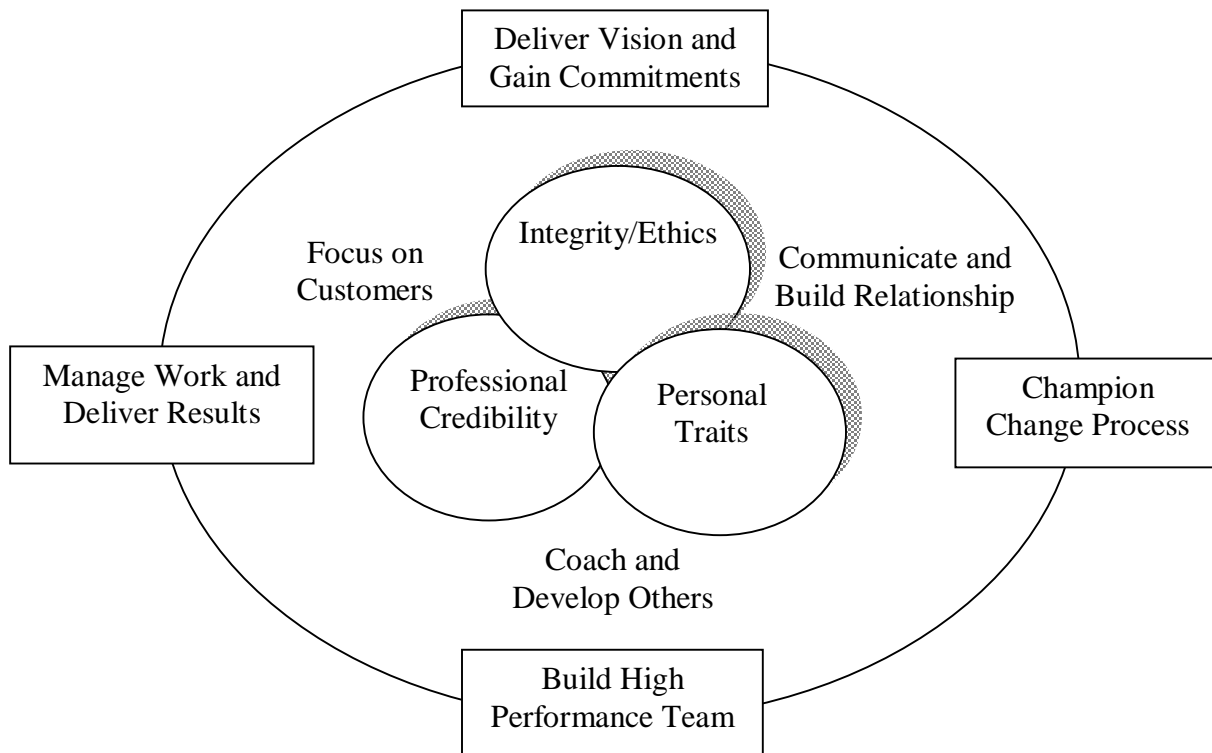


## Action Knowledge Leadership Competency Model

Action Knowledge's leadership model consists of ten areas. For each area, we have identified a group of specific items that can be used to assess leadership competence.

This model reflects our understanding of leadership, which is based on extensive empirical evidence and in-depth meta-analysis of leadership research.



This model has three layers and ten areas.

Layer 1: Foundations. In the center are the three core components: Integrity/ethics, personal leadership traits, and professional credibility.

Layer 2: Orientation.

- Effective leaders constantly and consistently coach and mentor to develop others in the organization.
- They communicate to influence others and create follower support. They build collaboration and trusting relationships and communicate whenever they can.
- They always keep customers in mind. They understand that the organization exists to serve its customers.

Layer 3: Execution. The outer layer represents what leaders do to realize the organization's vision and accomplish the organizational goals.

- Effective leaders articulate the visions and strategies, rally people and gain commitments.
- They lead and manage organizational changes.
- They build high performance teams.
- They manage the business process to deliver measurable results.

Leaders in any organization can improve their effectiveness and performance by gathering and responding to feedback regarding these areas from people with whom they work. ActionFeedback 360 is a structured and streamlined system to enable organizations and leaders to accomplish this assessment and feedback process.

The following portion of the document describes each competency area in detail, from the outer layer of the model to the inner layer.

### **Deliver vision and gain commitment**

Effective leaders create, communicate and clarify vision for the organization by visualizing, articulating and inspiring the organization's future. They commit to the vision passionately. Their commitments send a strong message that promotes enthusiasm, confidence and commitment in others.

1. Visualizes and articulates the organization's vision with clarity and passion.
2. Demonstrates commitment to the vision in everyday work.
3. Inspires commitment through communication, influence and involvement.
4. Understands trends and opportunities and provides clear guidance for future directions.
5. Translates vision into action-oriented strategies and plans.

### **Champion change process**

Effective leaders know that changes and innovations are imperative in today's business environment. They function as dynamic change agents and take the change opportunities to provide continuously improving value to customers through new products and services, streamlined processes, and other business innovations.

1. Questions the status quo and seeks improvement in business operations.
2. Reacts positively to change and deals effectively with the impact of change.
3. Empathizes with the feeling of uncertainty and anxiety caused by change.
4. Discusses impending changes with stakeholders to facilitate change.
5. Encourages and reinforces the new behaviors required to perform in the new situation.

### **Build high performance team**

Effective leaders build successful high performance teams. High performance teams function on the basis of shared vision, power, and responsibilities. Effective leaders also create environment that values fairness, cooperation, trust, and group identity.

1. Assembles teams with different talents, interests and background. Leverages diversity to create synergy.
2. Clarifies expectations for individual team-members. Aligns team's objectives with the organizational vision and goals.
3. Insists accountability for self and others. Establishes acceptable level of performance and specifies deliverables.
4. Empowers people by encouraging cooperation and collaboration, as well as by sharing authority and decision making.
5. Manages conflict constructively by understanding others' perspectives and establishing common goals.

### **Manage work and deliver results**

Effective leaders understand how parts of a system work together. They deliver results by planning, allocating appropriate resources, creating and tuning organizational structures and systems, and removing barriers.

1. Creates action plans to prioritize and establish a course of action.
2. Creates and manages budgets and allocates appropriate resources effectively.
3. Aligns organizational structures and systems to ensure performance.
4. Tracks critical steps, monitors progress and makes necessary adjustments.
5. Removes organizational barriers and obstacles to ensure success.

### **Focus on customers**

Effective leaders are customers' best advocates. They understand that customers continue to have more choices and the organization's success hinges upon whether it can meet and exceed customers' expectations. Effective leaders focus their effort on discovering and meeting the customer's needs.

1. Creates environments that focus on customers and support continuous improvements.
2. Takes personal responsibility and initiatives seeking ways to serve customers.
3. Seeks, acts on, and follows through on customer feedback regarding products or services provided.
4. Understands and addresses underlying customer needs, in addition to those expressed overtly.
5. Builds long-term customer relationship by working as a trusted advisor and partner.

### **Coach, mentor, and develop others**

Effective leaders are great coaches and mentors. In every area they work, leaders help others discover and realize their potentials and build on their unique strength and talents.

1. Inspires others to achieve their best with encouragement and guidance.
2. Creates and nurtures an environment that encourages others to coach and mentor.
3. Facilitates learning, growth and development by understanding others' unique strengths, weaknesses, and personal styles.
4. Models effective leadership and best practices. Walks the talk to make actions reflect teaching and intentions.
5. Provides timely developmental and constructive feedback, as well as praise for improvements.

### **Build relationships and communicate for organizational success**

Effective leaders build collaboration and trusting relationship and communicate whenever they can. The interpersonal relationships and communication enable them to excel in all other areas of leadership practice. Effective leaders influence others and create follower support.

1. Treats others with respect, trust and dignity and values workforce diversity.
2. Demonstrates understanding of stakeholders' perspectives and interests.
3. Nurtures an organizational culture that promotes open communications and the expression of different view points.
4. Listens to others using active listening skills, such as taking notes, rephrasing and giving confirmations.
5. Expresses self effectively and communicates with conviction and enthusiasm.

### **Demonstrate integrity and professional ethics**

Effective leaders demonstrate integrity, professional ethics, courage, honesty and dedication. These are the cornerstones on which one builds effective leadership practices.

1. Creates an environment that builds trust and encourages doing the right thing.
2. Behaves in accordance with moral principals and professional ethics.
3. Faces challenge with self-possession, confidence, and resolution.
4. Commits to the organizational mission, vision and goals, and acts with sustained initiatives.
5. Shows consistency among principles, values and behavior. Leads in the way that other recognize as authentic.

**Demonstrate personal leadership traits**

Effective leaders share a common set of characteristics, yet they maintain a unique combination of knowledge, skills, and attitudes and values. They possess realistic self-awareness, demonstrate an orientation for achievement, and take reasonable risks. They demonstrate creativity, flexibility and resilience to adversity.

1. Demonstrates realistic self-confidence in one's ability and secure self-image.
2. Demonstrates a strong orientation for achievement.
3. Takes calculated risks by researching and evaluating options and makes decisions based on the information that is available.
4. Generates new ideas, explores new ways to solve problems, and applies innovations.
5. Adapts and works effectively in response to diversity of people, new information, changing conditions, or unexpected barriers.

**Demonstrate professional credibility**

Effective leaders have sufficient knowledge and technical skills in their disciplines and functional areas. They also have the ability to identify those who have the most appropriate combination of knowledge and skills to accomplish the tasks. In other words, they know what they are doing and they can get things done by delegating to the right people in the right way.

1. Demonstrates the ability to leverage one's professional experience to meet current job requirements and challenges.
2. Possesses knowledge, skills and technical proficiency in the discipline or functional area.
3. Demonstrates up-to-date industry knowledge regarding new developments, new technologies and new trends.
4. Recognizes others' discipline knowledge and technical skills and utilizes them effectively to accomplish the task.
5. Acquires new knowledge and skills, shares them with team members, and applies them in daily work.