Target Leadership Competencies

<u>The following Leadership Competencies are measured on the Leadership Tomorrow written application:</u>

Organizational Leadership Potential: Is *or will be* in a senior position within his/her organization; is *or will be* in a position to affect policy, human and/or financial resources.

Community Leadership Potential: Is involved in a wide range of volunteer activities *or* expresses strong interest and commitment to volunteerism.

Intellectual Horsepower: Is bright and intelligent; deals with concepts and complexity comfortably; described as intellectually sharp, capable and agile.

Problem Solving: Solves difficult problems with effective solutions; asks good questions and probes all fruitful sources for answers; can see underlying or hidden problems and patterns; is excellent at honest analysis; looks beyond the obvious and doesn't stop at the first answers.

Self Development: Knows strengths and how to deploy them; knows weaknesses and works to neutralize some and work on others; knows personal limits and works to compensate for them; understands that different situations and levels may call for different skills and approaches; is personally committed to and actively works to continuously improve him/herself.

Self Knowledge: Knows personal strengths, weaknesses, opportunities, and limits; seeks feedback; gains insights from mistakes; is open to criticism; isn't defensive; is receptive to talking about shortcomings.

<u>The following Leadership Competencies are measured during the Leadership Tomorrow interview:</u>

Community Leadership Potential: Is involved in a wide range of volunteer activities *or* expresses strong interest and commitment to volunteerism.

Dealing with Ambiguity: Can effectively cope with change; can shift gears comfortably; can decide and act without having the total picture; isn't upset when things are up in the air; doesn't have to finish things before moving on; can comfortably handle risk and uncertainty.

Dealing with Paradox: Is very flexible and adaptable; can act in ways that seem contradictory; can be both tough and compassionate, empathic and objective; can lead and follow; can be an individual contributor and a team player; can be self-confident and appropriately humble; is seen as balanced despite the conflicting demands of the situation.

Intellectual Horsepower: Is bright and intelligent; deals with concepts and complexity comfortably; described as intellectually sharp, capable and agile.

Interpersonal Savvy: Relates well to all kinds of people, up, down, and sideways, inside and outside the organization; builds appropriate rapport; listens; builds constructive and effective relationships; uses diplomacy and tact; truly values people; can diffuse high-tension situations comfortably.

Knowledge of Leadership Tomorrow: Demonstrates knowledge of the Leadership Tomorrow program and its mission to develop effective community leaders who will work to strengthen the region. Has a clear understanding of the program's benefits to individual participants.

Learning on the Fly: Learns quickly when facing new problems; a relentless and versatile learner; open to change; analyzes both successes and failures for clues to improvement; experiments and will try anything to find solutions; enjoys the challenge of unfamiliar tasks; quickly grasps the essence and the underlying structure.

Listening: Practices attentive and active listening; has the patience to hear people out; can accurately restate the opinions of others even when he/she disagrees.

Managing Vision and Purpose: Creates and communicates a compelling and inspired vision or sense of core purpose; sees beyond today; sees possibilities; is optimistic; creates mileposts and symbols to rally support behind the vision; makes the vision sharable by everyone; can inspire and motivate entire units or organizations; is charismatic.

Peer Relationships: Can quickly find common ground and solve problems for the good of all; can represent his/her own interests and yet be fair to other groups; can solve problems with peers with a minimum of noise; is seen as a team player and is cooperative; easily gains trust and support of peers; encourages collaborations; can deliver bad news effectively to peers.

Self Development: Knows strengths and how to deploy them; knows weaknesses and works to neutralize some and work on others; knows personal limits and works to compensate for them; understands that different situations and levels may call for different skills and approaches; is personally committed to and actively works to continuously improve him/herself.

Self Knowledge: Knows personal strengths, weaknesses, opportunities, and limits; seeks feedback; gains insights from mistakes; is open to criticism; isn't defensive; is receptive to talking about shortcomings; looks forward to balanced (pluses and minuses) performance reviews and career discussions.

Understanding Others: Listens carefully to understand various points of view, whether or not he/she agrees; suspends judgment until others have had their say; can clearly state opposing views to others even if he/she doesn't accept them; accepts diversity in others; can predict what others will say or do across different situations.