

Leadership Model for Organizational Transformation

COMPETENCY	SHORTHAND FOR...	SOMEONE WHO IS GOOD AT THIS ...
Vision	Identifies strategic goals and champions innovation	Sets long-term goals; takes risks, and encourages diverse thoughts and contributions
Customer Focus	Identifies customers' needs, anticipates new markets and delivers products and services that exceed customers' expectations	Champions customers and their needs, listens to and values their feedback, is always looking for new customers and new markets
Championing Change	Effectively promotes and implements change initiatives	Embraces change openly, commits resources to change initiatives and is resilient and upbeat
Driving Results	Pushes the organization and him/herself to excel and achieve measurable results	Sets challenging goals, persists and overcomes obstacles and holds self and others accountable
Interpersonal Communication	Communicates clearly and effectively with people inside and outside the organization	Speaks and writes clearly, readily shares information, listens to and values contributions of others
Relationship Management	Builds, maintains and values positive relationships inside and outside the organization to accomplish business objectives	Allocates time to internal and external customers, helps others accomplish their objectives, displays good social skills
Coaching and Developing	Encourages and inspires employees' development and long-term career growth	Gives objective and truthful feedback, gives others the opportunity to try new things, conveys high expectations
Integrity	Upholds a high standard of fairness and ethics	Is ethical and honest in all business dealings, has the courage to stand for his/her beliefs, delivers on promises
Business Acumen	Understands general business and financial concepts and the company's business	Applies business principles to achieve strong results; knows how the organization is performing and can explain it to others
Learning Agility	Continuously adapts and improves his/her performance	Learns from experience, seeks opportunities to develop new skills, shares knowledge and ideas freely