

INVESTING IN FUTURE LEADERS COMPETENCY BANK

***Note to reader:** This Competency Bank was developed by The Bridgespan Group building upon the most commonly used competencies of 70+ nonprofits participating in leadership development projects. The bank was refined in 2018 in collaboration with Taunya Black with a lens toward equity and inclusion. This included interrogating the language and definitions that we use to minimize bias and assumptions, and also adding new language and ideas that can help organizations to proactively encourage leaders to develop competencies that will help them create a more equity-oriented and inclusive culture. Learn more about Taunya and her work at [Mosaic](#) and [Public Equity Group](#).*

Improvement is an ongoing process and we recognize there is more work to be done! We ask for your continued support in helping to improve this tool by sharing feedback and suggestions with our team by emailing us at AcceleratorCoach@bridgespan.org.

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Full summary list of core and leadership competencies

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Job & Organization	<ul style="list-style-type: none"> • Critical thinking [9] • Equity mindset [10] • Expertise in area of focus (role) [11] • Mission-driven [12] • Supervisory skills (role) [13] 	<ul style="list-style-type: none"> • Change management [25] • Cultivates innovation* [26] • Decision-making [27] • Manages with data [28] • Organizational growth orientation [29] • Organization and systems knowledge [30] • Problem-solving [31] • Project management [32] • Strategic resource management [33] • Strategic thinking [34]
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* Organizations sometimes choose to combine these two competencies, given the similarities between them

** Sometimes listed as a core competency (with definitions adapted to suit all staff members)

Overview of core competencies

	COMPETENCY	DEFINITION	SUB-COMPETENCIES
Job & Organization	Critical thinking	Consistently identifies, gathers, and applies relevant information to their work	<ul style="list-style-type: none"> Gathering information Applying information
	Equity mindset	Understands and is committed to goals of equity; consistently brings an equity mindset to the organization's work and workplace	<ul style="list-style-type: none"> Awareness of equity issues Ability to actively combat inequities
	Expertise in area of focus (role)	Has skills and expertise in area of technical or functional expertise	<ul style="list-style-type: none"> Developing skills and knowledge Sharing skills and knowledge
	Mission-driven	Demonstrates commitment to the mission of the organization as a whole and alignment with organizational values	<ul style="list-style-type: none"> Understanding and passion Communicating about the mission "One organization" outlook
	Supervisory skills (role)	Effectively manages and develops others	<ul style="list-style-type: none"> Managing others Developing others Hiring
People	Collaboration	Helps colleagues as needed, views responsibilities as shared	<ul style="list-style-type: none"> Team-orientation Collaboration
	Communication	Uses effective written and oral communication with internal staff, teams, and community served; demonstrates empathy and listening	<ul style="list-style-type: none"> Written communication Oral communication Inquiry and listening
	Cultural humility	Demonstrates the values of diversity and inclusion; fosters an inclusive environment that facilitates diversity	<ul style="list-style-type: none"> Awareness Advancing diversity and inclusion
	Client orientation	Recognizes needs of diverse stakeholders and approaches relationships with a service orientation, to ultimately maximize impact	<ul style="list-style-type: none"> Prioritizing and understanding clients Serving clients
Self	Adaptability	Adapts and responds to change effectively; proactively seeks opportunities to be supportive of change and serve our mission	<ul style="list-style-type: none"> Ability to adjust Openness
	Growth mindset	Views growth as important for personal and professional development; seeks out opportunities to expand skills, even if change is required; demonstrates curiosity and eagerness to learn	<ul style="list-style-type: none"> Learning-orientation Seeking and providing feedback Influencing others
	Initiative	Proactively seeks opportunities to develop self and serve the organization	<ul style="list-style-type: none"> Proactive-orientation Seeking new opportunities
	Ownership	Effectively manages own work, and work of teams when relevant, ensuring delivery of high-quality work	<ul style="list-style-type: none"> Taking ownership Quality of work products
	Workload management	Breaks down a work task/project into process steps and executes them effectively, adjusting course as needed	<ul style="list-style-type: none"> Framing/planning the work Executing the work

Overview of leadership competencies (1 of 2)

	COMPETENCY	DEFINITION	SUB-COMPETENCIES
Job & Organization	Change management	Effectively prepares for and guides teams through changes, both small and large	<ul style="list-style-type: none"> • Planning for change • Making change happen
	Cultivates innovation*	Able to identify areas where innovation is needed; is open to input and new approaches and develops solutions appropriate for the organization	<ul style="list-style-type: none"> • Identifying questions • Encouraging different perspectives/techniques • Generating organization-wide solutions
	Decision-making	Effectively structures and facilitates decision-making processes; makes decisions effectively and responsibly to improve organizational health and impact	<ul style="list-style-type: none"> • Gathering and interpreting data • Executing decisions
	Manages with data	Understands data; analyzes data and identifies insights and implications	<ul style="list-style-type: none"> • Gathering and understanding data • Using data to guide work
	Organizational growth orientation	Has a future-oriented mindset for the organization; identifies business development and growth opportunities and pursues them	<ul style="list-style-type: none"> • Assessing growth opportunities • Communicating impact for growth • Balancing resources and growth
	Organizations and systems knowledge	Has a robust understanding of the community served and the landscape in which the organization operates, and actively applies that knowledge	<ul style="list-style-type: none"> • Understanding the context • Applying knowledge
	Problem-solving	Is able to identify challenges; formulates and implements solutions drawing on the expertise and input of others	<ul style="list-style-type: none"> • Identifying challenges • Formulating solutions • Implementing solutions
	Project management	Is able to create increasingly complex project plans, and then manage those plans to completion	<ul style="list-style-type: none"> • Managing complexity and scale • Planning
	Strategic resource management	Makes and communicates decisions that effectively balance tradeoffs between financial sustainability and impact	<ul style="list-style-type: none"> • Understanding of resources and tradeoffs • Communicating about resources • Balancing resources and strategy
	Strategic thinking	Considers the future of the organization proactively and responsively; weighs diverse inputs to inform strategies; identifies innovative opportunities when relevant	<ul style="list-style-type: none"> • Gathering data/input • Formulating strategy

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Overview of leadership competencies (2 of 2)

	COMPETENCY	DEFINITION	SUB-COMPETENCIES
People	Develops and motivates others	Motivates others and supports their development through strong coaching and mentoring	<ul style="list-style-type: none"> • Motivating/inspiring • Coaching and mentoring
	Emotional awareness**	Understands own emotions and others', and responds with empathy	<ul style="list-style-type: none"> • Demonstrating self-awareness and control • Showing empathy
	External relationship builder	Invests in and builds strong, trusted relationships with all stakeholders	<ul style="list-style-type: none"> • Building individual network • Building Agency influence
	External representation	Represents the organization among external stakeholders, influences audiences, and communicates in a sophisticated way about the organization's vision and work	<ul style="list-style-type: none"> • Refining messaging • Establishing credibility
	Leads with vision	Has an inspiring vision for the future of the organization, beyond the status quo, and communicates it effectively; leads with courage and willingness to take risks in service of impact	<ul style="list-style-type: none"> • Developing a vision • Communicating a vision
	Values and prioritizes inclusivity	Consistently sees, learns from, and takes strategic action related to diverse perspectives; and demonstrates the self-awareness and behaviors to work with stakeholders (of various identities and levels of power) respectfully and effectively. Actively seeks to build and retain a diverse workforce and fosters an equitable inclusive workplace	<ul style="list-style-type: none"> • Valuing diverse perspectives and seeking to further learn from them • Building and advancing diversity and inclusion
	Team-building	Builds strong relationships with teams and colleagues; fosters effective teams and collaborative interactions	<ul style="list-style-type: none"> • Structuring and monitoring team work • Fostering collaboration • Conflict resolution
Self	Continuous-improvement minded*	Identifies strategies to improve organization's impact; weighs diverse inputs to inform strategies; sets course and drives implementation	<ul style="list-style-type: none"> • Identifying improvements • Driving implementation
	Deals with uncertainty	Identifies and assesses potential risks of a situation, and acts accordingly to mitigate them	<ul style="list-style-type: none"> • Identifying risks • Managing risks
	Initiative and results-driven	Makes and executes strategic plans to enhance intended impact, adjusting course as needed	<ul style="list-style-type: none"> • Planning for results • Executing to achieve results
	Resiliency	Demonstrates openness to change and new perspectives; can manage and adapt to ambiguity	<ul style="list-style-type: none"> • Managing ambiguity • Showing openness to change

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Core (and role) competencies

Job & Organization

- Critical thinking
- Equity mindset
- Expertise in area of focus (role)
- Mission-driven
- Supervisory skills (role)

People

- Collaboration
- Communication
- Cultural humility
- Client orientation

Self

- Adaptability
- Growth mindset
- Initiative
- Ownership
- Workload management

Core competency: **Critical thinking**

Overall definition: Consistently identifies, gathers, and applies relevant information to their work

Early stage	Intermediate	Advanced
<p>Gathering information</p> <ul style="list-style-type: none"> • Remains open and curious • Gathers relevant information with attention to detail <p>Applying information</p> <ul style="list-style-type: none"> • Delivers logical analysis that is free from errors 	<p>Gathering information</p> <ul style="list-style-type: none"> • Identifies critical questions for discussion • Recognizes and reconciles discrepancies in detailed information • Considers the input of all staff when gathering data <p>Applying information</p> <ul style="list-style-type: none"> • Regularly anticipates potential obstacles to achieving goals and analyzes how to address • Generally suggests logical, realistic solutions based upon evidence and best practice • Considers the implications of solutions or decisions on all staff and clients 	<p>Gathering information</p> <ul style="list-style-type: none"> • Uses important details to identify trends and synthesize key underlying issues in complex situations <p>Applying information</p> <ul style="list-style-type: none"> • Develops shifts in strategy in response to the demands of complex situation • Consistently demonstrates logic and intellectual rigor in recommending and implementing ideas/solutions

Core competency: Equity mindset

Overall definition: Understands and is committed to goals of equity; consistently brings an equity mindset to the organization's work and workplace

Early stage	Intermediate	Advanced
<p>Awareness of equity issues</p> <ul style="list-style-type: none"> Awareness of inequities that exist at multiple levels+ (personal, interpersonal, organizational, and systemic) Is able to use appropriate vocabulary to describe inequities 	<p>Awareness of equity issues</p> <ul style="list-style-type: none"> Is aware that there are linkages between systems that perpetuate inequity (e.g., racial inequity, socio-economic inequity); understands how these systems impact the organization's work; is aware of the concept of intersectionality++ <p>Ability to actively combat inequities</p> <ul style="list-style-type: none"> Understands that the organization and programs may need to change in order to achieve goals around equity Can articulate logic chain behind specific linkages between systems; Has intuitive understanding of how the mechanisms of structural inequity operate and are sustained over time 	<p>Awareness of equity issues</p> <ul style="list-style-type: none"> Familiar with potential avenues for addressing structural inequities <p>Ability to actively combat inequities</p> <ul style="list-style-type: none"> Can engage in dialogues about potential options to address inequities and tradeoffs between options Able to sustain commitment to the work in some way despite overwhelming nature of the problem Embraces and leads changes that may need to occur to address equity

+ Phyllis Jones, Camara. "Levels of Racism: A Theoretical Framework and a Gardener's Tale." 2000.

++Intersectionality is defined in *Merriam-Webster* as "The complex, cumulative manner in which the effects of different forms of discrimination combine, overlap, or intersect." 10

Core/role competency: Expertise in area of focus

Overall definition: Has skills and expertise in area of technical or functional expertise

Early stage	Intermediate	Advanced
<p>Developing skills and knowledge</p> <ul style="list-style-type: none">• Has skills and knowledge necessary to execute specific job responsibilities	<p>Developing skills and knowledge</p> <ul style="list-style-type: none">• Keeps current with best practices in their field and continually builds technical and/or substantive expertise• Seeks solutions / best practices that are culturally relevant for organization's client base <p>Sharing skills and knowledge</p> <ul style="list-style-type: none">• Can explain principles and trends in their field	<p>Developing skills and knowledge</p> <ul style="list-style-type: none">• Demonstrates deep knowledge and extensive skills in job-specific responsibilities and related field-level context <p>Sharing skills and knowledge</p> <ul style="list-style-type: none">• Expertise is recognized and sought after by team members• Provides guidance to others in their areas of expertise

Core competency: **Mission-driven**

Overall definition: Demonstrates commitment to the mission of the organization as a whole and alignment with organizational values

Early stage	Intermediate	Advanced
<p>Understanding and passion</p> <ul style="list-style-type: none"> • Has a big-picture view of the role of the org’s work in the community and understands broadly the types of work the organization does • Demonstrates enthusiasm and positivity for the mission • Demonstrates alignment with the organization’s stated values <p>Communicating about the mission</p> <ul style="list-style-type: none"> • Can communicate the mission of the organization and purpose of own program area to immediate stakeholders (e.g. families, colleagues) <p>“One organization” outlook</p> <ul style="list-style-type: none"> • Has an organization-wide mentality (vs. team or program/department) • When interacting with external stakeholders, communicates about the organization overall (vs. own program/department) • Welcomes opportunities to engage with other programs and departments 	<p>Understanding and passion</p> <ul style="list-style-type: none"> • Demonstrates compassion for populations served • Seeks to deepen understanding of challenges and circumstances impacting clients served <p>Communicating about the mission</p> <ul style="list-style-type: none"> • Can clearly articulate the mission and a big-picture view of the organization’s work to broad set of stakeholders • Recognizes potential opportunities to deepen mission impact and communicates with others within the organization <p>“One organization” outlook</p> <ul style="list-style-type: none"> • Positions work or team priorities in the context of organization priorities when explaining them to others • Proactively shares ideas or opportunities with colleagues in other programs or departments to support their work • Participates in organization-building activities, e.g., serving on org committees, mentoring staff across the agency 	<p>Understanding and passion</p> <ul style="list-style-type: none"> • Has a nuanced understanding of needs of clients served <p>Communicating about the mission</p> <ul style="list-style-type: none"> • Understands the unique impact of the organization’s work and can communicate it with others • Proactively seeks opportunities to bring the mission and impact of the organization’s work into external conversations • Cited as having inspired others with passion for the mission internally and/or externally <p>“One organization” outlook</p> <ul style="list-style-type: none"> • Encourages and enables others to adopt an organization-wide mindset (vs. own program/department) and be a champion for the mission of the agency overall • Proactively seeks out connections and opportunities to collaborate with or support other programs and departments to advance the work • Provides support and mentorship to colleagues across the organization

Core/role competency: Supervisory skills

Overall definition: Effectively manages and develops others

Early stage	Intermediate	Advanced
<p>Managing others</p> <ul style="list-style-type: none"> • Listens actively and communicates effectively with people s/he supervises • Sets direction for direct reports and helps manage workflow • Resolves issues with direct reports in a timely, constructive and professional manner <p>Developing others</p> <ul style="list-style-type: none"> • Clearly communicates performance expectations and provides fair, useful feedback <p>Hiring</p> <ul style="list-style-type: none"> • Understands needed skills for open positions • Understands and is aware of the potential role of implicit bias in the hiring process 	<p>Managing others</p> <ul style="list-style-type: none"> • Teaches and coaches direct reports to do their own work planning • Communicates how employee's work contributes to department and organization-wide goals <p>Developing others</p> <ul style="list-style-type: none"> • Enables supervisee to take calculated risks • Understands investment of time in staff is a main part of supervision <p>Hiring</p> <ul style="list-style-type: none"> • Knows the skills, knowledge, behavioral characteristics, personality attributes and individual aptitudes for the opening or position • Has developed the skill to systematically evaluate a candidate's fit with competencies required for the position • Actively works to mitigate implicit bias in recruiting and hiring 	<p>Managing others</p> <ul style="list-style-type: none"> • Adjusts supervision style to meet needs of individual being supervised • Proactive in helping supervisee resolve issues and managing team conflicts <p>Developing others</p> <ul style="list-style-type: none"> • Recognizes employees' strengths, development needs, and professional goals, and inspire and supports them to succeed • Is looked at as a mentor • Grows alongside staff and does not just focus on perceived "level" within organization <p>Hiring</p> <ul style="list-style-type: none"> • Recruits and hires the best people available from inside or outside the organization • Actively seeks to hire people with diverse life experiences and from underrepresented communities (e.g., racial subgroups, disabled populations) • Surrounds self with talented people • Is not afraid to select strong people

Core competency: Collaboration

Overall definition: Helps colleagues as needed, views responsibilities as shared

Early stage	Intermediate	Advanced
<p>Team-orientation</p> <ul style="list-style-type: none"> • Recognizes the purpose and goals of the team • Values and actively seeks input from all team members <p>Collaboration</p> <ul style="list-style-type: none"> • Works cooperatively and respectfully with others 	<p>Team-orientation</p> <ul style="list-style-type: none"> • Focuses on accomplishing team goals rather than a personal agenda • Willing to take on additional tasks as needed to achieve team objectives <p>Collaboration</p> <ul style="list-style-type: none"> • Actively participates as a team member and shows willingness to contribute and be open to feedback • Identifies self and others' areas of expertise to ensure the right people are part of a team 	<p>Team-orientation</p> <ul style="list-style-type: none"> • Reflects upon team goals and process and own contributions to continuously improve team performance <p>Collaboration</p> <ul style="list-style-type: none"> • Appropriately applies areas of expertise and steps back and encourages others to apply their areas of expertise • Promotes collaborative decision making processes and demonstrates ability to lead a team to reach consensus

Core competency: Communication

Overall definition: Uses effective written and oral communication with internal staff, teams, and community served; demonstrates empathy and listening

Early stage	Intermediate	Advanced
<p>Written communication</p> <ul style="list-style-type: none"> Writes clearly using correct spelling <p>Oral communication</p> <ul style="list-style-type: none"> Participates comfortably in small group meetings, contributing where appropriate <p>Inquiry and listening</p> <ul style="list-style-type: none"> Attends to messages from others; correctly interprets messages and responds appropriately 	<p>Both written and oral communication*</p> <ul style="list-style-type: none"> Communicates messages concisely Consistently adjusts style and tone to suit the target audience <p>Written communication</p> <ul style="list-style-type: none"> Communicates goals, objectives and strategies frequently and aligns it with work and tasks <p>Oral communication</p> <ul style="list-style-type: none"> Utilizes techniques, such as silence, strategically to encourage others to expand their responses <p>Inquiry and listening</p> <ul style="list-style-type: none"> Demonstrates active listening Uses open-ended questions to clarify understanding and gain information Requests feedback and encourages others to share their point of view 	<p>Both written and oral communication</p> <ul style="list-style-type: none"> Effectively influences decisions through logical, strategic communication and personal advocacy Is viewed by peers and others as an effective spokesperson for his or her field <p>Written communication</p> <ul style="list-style-type: none"> Contributes to agency media, succinctly and effectively expressing ideas Writes grants and proposals (if applicable) in a concise, clear, and professional manner <p>Oral communication</p> <ul style="list-style-type: none"> Engages in public speaking or participates actively and comfortably in large group meetings <p>Inquiry and listening</p> <ul style="list-style-type: none"> Consistently uses thoughtful questions to advance the thinking of the team

*Category relates to both written and oral communication as well as strategic choice of format (written vs. oral)

Core competency: Cultural humility

Overall definition: Demonstrates the values of diversity and inclusion; fosters an inclusive environment that facilitates diversity

Early stage	Intermediate	Advanced
<p>Awareness</p> <ul style="list-style-type: none"> • Takes responsibility for the impact of own words and actions, regardless of intent • Recognizes exclusionary behaviors in self and others • Accepts feedback about personal behavior <p>Advancing diversity and inclusion</p> <ul style="list-style-type: none"> • Able to articulate organization's goals around diversity, equity, and inclusion • Embraces diversity of perspectives and individuals • Offers observations to their manager around how to improve cultural sensitivity within the organization 	<p>Awareness</p> <ul style="list-style-type: none"> • Understands unconscious biases exist in self and others, and that it can influence their work • Asks for feedback from staff, volunteers and/or partners • Supports the value that the organization welcomes diverse cultures, ethnicities, family compositions, socioeconomics, and perspectives while recognizing and managing bias <p>Advancing diversity and inclusion</p> <ul style="list-style-type: none"> • Implements appropriate methods to advance work with respect to the diverse relationships and groups within the workplace and community • Seeks to build relationships with diversity of individuals and groups 	<p>Awareness</p> <ul style="list-style-type: none"> • Uncovers, acknowledges and takes steps to address their own unconscious biases, privilege and/or oppression • Offers constructive feedback to others, recognizing their impact <p>Advancing diversity and inclusion</p> <ul style="list-style-type: none"> • Prioritizes diversity and inclusion considerations when making strategic decisions • Proactively seeks out diverse perspectives and relationships to advance the mission • Models diversity and inclusion orientation in relationships with staff, families, and stakeholders

Core competency: Client orientation

Overall definition: Recognizes needs of diverse stakeholders and approaches relationships with a service orientation, to ultimately maximize impact

Early stage	Intermediate	Advanced
<p>Prioritizing and understanding clients</p> <ul style="list-style-type: none"> Identifies the clients and their needs, whether internal or external (e.g. families, other internal teams, funders, etc.) <p>Serving clients</p> <ul style="list-style-type: none"> Communicates with all clients professionally and respectfully Listens to clients' requests and perspectives 	<p>Prioritizing and understanding clients</p> <ul style="list-style-type: none"> Prioritizes impact on/needs of clients as a key input making decisions Seeks to deepen understanding of clients through a range of inputs (e.g. conversations, surveys, reports, other staff) Understands cultural context of client population <p>Serving clients</p> <ul style="list-style-type: none"> Proactively asks questions of clients to find ways to improve service 	<p>Prioritizing and understanding clients</p> <ul style="list-style-type: none"> Proactively identifies opportunities to better serve clients and develops plan to implement Takes cultural context of client population into consideration when recommending and implementing new ideas/solutions/strategies <p>Serving clients</p> <ul style="list-style-type: none"> Proactively helps clients solve problems, identifies creative solutions, and marshals resources to take action Seen as a go-to resource by clients

Core competency: **Adaptability**

Overall definition: Adapts and responds to change effectively; proactively seeks opportunities to be supportive of change and serve our mission

Early stage	Intermediate	Advanced
<p>Ability to adjust</p> <ul style="list-style-type: none"> • Demonstrates ability to adapt to changing circumstances <p>Openness</p> <ul style="list-style-type: none"> • Open to new ideas and different perspectives 	<p>Ability to adjust</p> <ul style="list-style-type: none"> • Changes work priorities to meet feedback and changing demands • Understands that the job sometimes encompasses a broader range of activities than the formal job description <p>Openness</p> <ul style="list-style-type: none"> • Able to thoughtfully consider and embrace new ideas and different perspectives 	<p>Ability to adjust</p> <ul style="list-style-type: none"> • Models and encourages flexibility in peers and direct reports <p>Openness</p> <ul style="list-style-type: none"> • Encourages individuals with different perspectives to share and creates an environment that is free from fear of repercussions of sharing candidly • Demonstrates the ability to change a strong perspective based on new ideas

Core competency: Growth mindset

Overall definition: Views growth as important for personal and professional development; seeks out opportunities to expand skills, even if change is required; demonstrates curiosity and eagerness to learn

Early stage	Intermediate	Advanced
<p>Learning-orientation</p> <ul style="list-style-type: none"> • Recognizes learning and growth as important for personal and professional development • Open to discussing opportunities to learn from challenging or new situations; seeks help when needed • Open to organizational change <p>Seeking and providing feedback</p> <ul style="list-style-type: none"> • Often seeks feedback to improve • Engages in discussions about new ways to do work <p>Influencing others</p> <ul style="list-style-type: none"> • Models among peers an inclination to take on new challenges and seek opportunities for growth 	<p>Learning-orientation</p> <ul style="list-style-type: none"> • Takes initiative to expand knowledge and skills • Often thinks about ways to perform duties more effectively • Adapts well to organizational change <p>Seeking and providing feedback</p> <ul style="list-style-type: none"> • Uses new information and experiences to identify opportunities to adjust work and/or professional style • Provides feedback to supervisors <p>Influencing others</p> <ul style="list-style-type: none"> • Regularly reflects on challenging situations as opportunities to identify learning opportunities; engages others in reflection 	<p>Learning-orientation</p> <ul style="list-style-type: none"> • Approaches self and others, including peers, direct reports and supervisors, with a growth mindset • Regularly sees challenges and change as opportunities to learn and adjust moving forward • Consistently seeks to perform duties more effectively • Actively supports organizational change <p>Seeking and providing feedback</p> <ul style="list-style-type: none"> • Seeks out internal and external information to expand knowledge, and develops insights/implications for work <p>Influencing others</p> <ul style="list-style-type: none"> • Is attentive to growth of others at all levels and identifies ways to help them develop • Shares information with others that can broaden learning and influence their work

Core competency: Initiative

Overall definition: Proactively seeks opportunities to develop self and serve the organization

Early stage	Intermediate	Advanced
<p>Proactive-orientation</p> <ul style="list-style-type: none"> Identifies individual work to be done in order to achieve goals and does it <p>Seeking new opportunities</p> <ul style="list-style-type: none"> Seeks help where challenged in trying something new within their capabilities 	<p>Proactive-orientation</p> <ul style="list-style-type: none"> Tries alternative approaches when faced with obstacles and setbacks <p>Seeking new opportunities</p> <ul style="list-style-type: none"> Seeks challenging assignments within job expectations 	<p>Proactive-orientation</p> <ul style="list-style-type: none"> Determines the resources needed to enable success and procures them <p>Seeking new opportunities</p> <ul style="list-style-type: none"> Seeks additional responsibilities and challenges beyond job expectations

Core competency: Ownership and quality of work

Overall definition: Effectively manages own work, and work of teams when relevant, ensuring delivery of high-quality work

Early stage	Intermediate	Advanced
<p>Taking ownership</p> <ul style="list-style-type: none"> • Meets established policies, quality and performance standards • Is responsive to supervisors, colleagues, and families • Work products (e.g. reports, documents, files, etc.) are complete, accurate, timely and understandable • Has a “get-it-done” mindset <p>Quality of work products</p> <ul style="list-style-type: none"> • Work products (e.g. reports, documents, files, etc.) are generally complete and accurate 	<p>Taking ownership</p> <ul style="list-style-type: none"> • Generates results and overcomes obstacles with minimal guidance • Owns their work • Identifies needed adjustments in own areas of responsibility • Sets and meets challenging goals for areas of responsibility <p>Quality of work products</p> <ul style="list-style-type: none"> • Work products (e.g. reports, documents, files, etc.) are consistently complete and accurate 	<p>Taking ownership</p> <ul style="list-style-type: none"> • Assesses the consequence of errors upon others • Has a consistent track record of always being prepared, delivering on time, and owning every details of their responsibilities • Sees their responsibility beyond the scope of their own work; views their team’s work as their responsibility <p>Quality of work products</p> <ul style="list-style-type: none"> • Has a consistent track record of being prepared and delivering work that meets or exceeds expectations

Core competency: **Workload management**

Overall definition: Breaks down a work task/project into process steps and executes them effectively, adjusting course as needed

Early stage	Intermediate	Advanced
<p>Framing/planning the work</p> <ul style="list-style-type: none"> • Usually sets clear, realistic objectives and goals • Understands the process steps of the work; keeps track of work status • Generally meets deadlines or delivers early <p>Executing the work</p> <ul style="list-style-type: none"> • Generally prioritizes work effectively • Generates results and overcomes obstacles with minimal guidance 	<p>Framing/planning the work</p> <ul style="list-style-type: none"> • Plans and effectively organizes more complex projects and tasks for self • Always meets deadlines or delivers early; identifies and sets contingencies for possible road blocks <p>Executing the work</p> <ul style="list-style-type: none"> • When encountering challenges, identifies needed adjustments in own areas of responsibility and proactively adjusts • Understands when to request help from others 	<p>Framing/planning the work</p> <ul style="list-style-type: none"> • Always meets deadlines or delivers early • Develops plans for team or cross-team projects, and coordinates efforts to implement • Systematically monitors/course-corrects plans <p>Executing the work</p> <ul style="list-style-type: none"> • Owns the detail of their role and takes responsibility for difficult decisions • Seeks appropriate feedback and dialogue from affected stakeholders • Seeks collaborators as needed from across the agency to accomplish tasks

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* Organizations sometimes choose to combine these two competencies, given the similarities between them

** Sometimes listed as a core competency (with definitions adapted to suit all staff members)

Leadership competency: Change management

Overall definition: Effectively prepares for and guides teams through changes, both small and large

Early stage	Intermediate	Advanced
<p>Planning for change</p> <ul style="list-style-type: none"> • Understands what change looks like and how it impacts different individuals and groups differently <p>Making change happen</p> <ul style="list-style-type: none"> • Participates in communicating change as part of department or agency-coordinated rollout plans • Focuses on accomplishing organizational goals, putting personal beliefs aside 	<p>Planning for change</p> <ul style="list-style-type: none"> • Develops plans for change, mapping out possible barriers and solutions <p>Making change happen</p> <ul style="list-style-type: none"> • Clearly communicates changes with staff in a way that generates staff buy-in and makes them feel supported through change • Owns difficult situations during the change process, enlisting support from others as needed 	<p>Planning for change</p> <ul style="list-style-type: none"> • Appropriately designs and executes complex change management communications plans <p>Making change happen</p> <ul style="list-style-type: none"> • Inspires others with a vision and purpose for change • Executes plans for change with limited bumps and supportive stakeholder buy-in • Adapts plans for change as implemented to minimize barriers

Leadership competency: **Cultivates innovation**

Overall definition: Able to identify areas where innovation is needed; is open to input and new approaches and develops solutions appropriate for the organization

Early stage	Intermediate	Advanced
<p>Identifying questions</p> <ul style="list-style-type: none"> • Beginning to identify major questions facing department (e.g. challenges, opportunities) <p>Encouraging different perspectives/ techniques</p> <ul style="list-style-type: none"> • Understands the value in gaining different perspectives • Open to trying new problem-solving techniques <p>Generating organization-wide solutions</p> <ul style="list-style-type: none"> • Developing an understanding of the big picture view of the organization; understands how the pieces of the organization fit together 	<p>Identifying questions</p> <ul style="list-style-type: none"> • Regularly identifies most important questions facing department and areas needing innovation • Identifies and addresses root causes of challenges <p>Encouraging different perspectives/ techniques</p> <ul style="list-style-type: none"> • Creates space for productive debate and alternative perspectives • Experiments with multiple problem-solving techniques <p>Generating organization-wide solutions</p> <ul style="list-style-type: none"> • Contributes significantly to solution generation and evaluation for organization-wide questions 	<p>Identifying questions</p> <ul style="list-style-type: none"> • Identifies cross-organization questions and areas needing innovation <p>Encouraging different perspectives/ techniques</p> <ul style="list-style-type: none"> • Creates new ideas and processes to address root causes of complex problems • Consistently applies multiple problem-solving techniques <p>Generating organization-wide solutions</p> <ul style="list-style-type: none"> • Systems-thinker: brings cross-organization awareness when generating solutions • Effectively leads organization-wide strategy initiatives, weighing limitations like resources and staff when considering visionary ideas

Leadership competency: Decision-making

Overall definition: Effectively structures and facilitates decision-making processes; makes decisions effectively and responsibly to improve organizational health and impact

Early stage	Intermediate	Advanced
<p>Gathering and interpreting data</p> <ul style="list-style-type: none"> • Developing an understanding of what data needs to be gathered • Able to read and interpret data <p>Executing decisions</p> <ul style="list-style-type: none"> • Identifies when to own the decision and when to include others • Draws upon data, best practices, or specific job expertise to make timely decisions • Effectively gathers input from stakeholders when appropriate – and incorporates diverse perspectives • Effectively explains the rationale for decisions 	<p>Gathering and interpreting data</p> <ul style="list-style-type: none"> • Regularly identifies critical internal or external data needed to inform decision-making • Derives insights from data and makes suggestions based on findings <p>Executing decisions</p> <ul style="list-style-type: none"> • Makes necessary decisions in a timely manner even when information is limited or unclear • Considers implications of decisions and demonstrates follow through • Owns and stands by team decisions • Gains buy-in from team and other related stakeholders 	<p>Gathering and interpreting data</p> <ul style="list-style-type: none"> • Advises team members on deriving insights from data • Creates and implements systems to facilitate regular data review, reflection, insight generation, and continuous improvement <p>Executing decisions</p> <ul style="list-style-type: none"> • Is trusted throughout the organization to make and follow through on decisions • Considers both the long-term strategic direction and short-term outcomes of decisions • Shares the consequences of past decisions with team to collectively guide future decision-making • Holds team accountable for decisions and progress against them

Leadership competency: **Manages with data**

Overall definition: Understands data; analyzes data and identifies insights and implications

Early stage	Intermediate	Advanced
<p>Gathering and understanding data</p> <ul style="list-style-type: none"> • Identifies relevant data needed (from both internal and external sources) • Able to read and extract insights from a range of data • Disaggregates data (e.g., by racial subgroup or by gender) to understand implications for diverse stakeholders <p>Using data to guide work</p> <ul style="list-style-type: none"> • Uses data to guide their work – and work of direct reports 	<p>Gathering and understanding data</p> <ul style="list-style-type: none"> • Prioritizes data needed for making decisions and informing strategy/operations • Extracts sophisticated insights from complex data and understands the implications <p>Using data to guide work</p> <ul style="list-style-type: none"> • Communicates implications of data within program/department and guides others given those implications • Actively works to incorporate implications of data disaggregation into solution generation or decision-making 	<p>Gathering and understanding data</p> <ul style="list-style-type: none"> • Fluent in organization-wide data (e.g. dashboards) and can speak to implications • Seeks out diverse inputs and uses them in a sophisticated way <p>Using data to guide work</p> <ul style="list-style-type: none"> • Communicates implications of data within the broader organization and uses data to help position future possibilities

Leadership competency: Organizational growth orientation

Overall definition: Has a future-oriented mindset for the organization; identifies business development and growth opportunities and pursues them

Early stage	Intermediate	Advanced
<p>Assessing growth opportunities</p> <ul style="list-style-type: none"> Assesses growth opportunities from a financial and impact standpoint Identifies opportunities to expand program/department in the future <p>Communicating impact of growth</p> <ul style="list-style-type: none"> Understands the financial and mission impact of own program/department and can communicate about it with others Can communicate potential risks of strategic decisions <p>Balancing resources and growth</p> <ul style="list-style-type: none"> Weighs tradeoffs (e.g. impact and financial sustainability) when making decisions about own program/department 	<p>Assessing growth opportunities</p> <ul style="list-style-type: none"> Proactively pursues growth opportunities when relevant Assesses possible risks and impact of strategic decisions on the organization <p>Communicating impact of growth</p> <ul style="list-style-type: none"> Communicates tradeoffs of growth opportunities and gains buy-in where needed <p>Balancing resources and growth</p> <ul style="list-style-type: none"> Thinks outside of the box to come up with solutions to meet needs with limited budget impact Comes up with innovative solutions, but is thoughtful about risks of approach 	<p>Assessing growth opportunities</p> <ul style="list-style-type: none"> Identifies opportunities to expand impact of the organization overall and proactively pursues when desirable Has a growth mindset for organization overall <p>Communicating impact of growth</p> <ul style="list-style-type: none"> Inspires others with a vision for the organization's growth <p>Balancing resources and growth</p> <ul style="list-style-type: none"> Generates resources (staff, financial) and buy-in to pursue future growth Delivers on opportunities to advance mission while improving financial sustainability Willing to take risks and proactively mitigates against potential challenges

Overall definition: Has a robust understanding of the community served and the landscape in which the organization operates, and actively applies that knowledge

Early stage	Intermediate	Advanced
<p>Understanding the context</p> <ul style="list-style-type: none"> • Has a big-picture view of the organization’s history and needs of the community served • Demonstrates basic understanding of the related issue areas and systems that affect populations served <p>Applying knowledge</p> <ul style="list-style-type: none"> • Leverages organization and system knowledge within their program/department to increase impact on community served 	<p>Understanding the context</p> <ul style="list-style-type: none"> • Has nuanced understanding of organization’s history and needs of the community served, and seeks out opportunities to deepen or expand that knowledge • Understands overlap and interconnections of broad systems that impact populations served and seeks further understanding of changing context <p>Applying knowledge</p> <ul style="list-style-type: none"> • Communicates organization and system knowledge within their program/department to inspire others to increase impact on community served 	<p>Understanding the context</p> <ul style="list-style-type: none"> • Has expert understanding of the organization’s history, and the needs and trends within the community served • Seen by constituents, staff, and external stakeholders as an expert in the history, needs, and trends affecting the community <p>Applying knowledge</p> <ul style="list-style-type: none"> • Proactively shares organization and system knowledge across the organization to inspire others to increase impact on community served

Leadership competency: Problem-solving

Overall definition: Is able to identify challenges; formulates and implements solutions drawing on the expertise and input of others

Early stage	Intermediate	Advanced
<p>Identifying challenges</p> <ul style="list-style-type: none"> • Recognizes issues and takes action to better understand them <p>Formulating solutions</p> <ul style="list-style-type: none"> • Acknowledges when they don't know the answer and seeks out potential answers • Is solution-focused <p>Implementing solutions</p> <ul style="list-style-type: none"> • Takes swift action and communicates with others • Follows up on solutions 	<p>Identifying challenges</p> <ul style="list-style-type: none"> • Proactively identifies potential challenges • Sees ambiguous or challenging situations as opportunities <p>Formulating solutions</p> <ul style="list-style-type: none"> • Proactively develops solutions to challenges identified • Understands when to escalate and when to handle <p>Implementing solutions</p> <ul style="list-style-type: none"> • Adjusts approach to achieve results 	<p>Identifying challenges</p> <ul style="list-style-type: none"> • Clearly identifies root causes of problems • Guides others to see challenges as opportunities <p>Formulating solutions</p> <ul style="list-style-type: none"> • Creates new ideas and processes to address complex problems • Committed to finding the best possible solution for the most people <p>Implementing solutions</p> <ul style="list-style-type: none"> • Modifies and adjusts as changes occur to ensure results are achieved

Leadership competency: Project management

Overall definition: Is able to create increasingly complex project plans, and then manage those plans to completion

Early stage	Intermediate	Advanced
<p>Managing complexity and scale</p> <ul style="list-style-type: none"> • Able to manage a single project/event with a finite start and end <p>Planning</p> <ul style="list-style-type: none"> • Uses an existing workplan/template (i.e. project has been done before) 	<p>Managing complexity and scale</p> <ul style="list-style-type: none"> • Can juggle 2-3 projects at once, with increased scale and complexity. <p>Planning</p> <ul style="list-style-type: none"> • Can generate a workplan/template for a new—but straightforward—project that has not been done before 	<p>Managing complexity and scale</p> <ul style="list-style-type: none"> • Manages multiple projects at the same time, with different timelines. • Manages processes across the organization, including various locations <p>Planning</p> <ul style="list-style-type: none"> • Can generate a workplan/template for a new—and very complicated—project that has not been done before

Overall definition: Makes and communicates decisions that effectively balance tradeoffs between financial sustainability and impact

Early stage	Intermediate	Advanced
<p>Understanding of resources and tradeoffs</p> <ul style="list-style-type: none"> • Has big picture view of the organization and its needs • Understands and accepts responsibility of managing financials and impact of program/department <p>Communicating about resources</p> <ul style="list-style-type: none"> • Communicates effectively about financials and impact metrics of own program/department with other leaders and stakeholders <p>Balancing resources and strategy</p> <ul style="list-style-type: none"> • Within their purview: manages resources of people, time and money efficiently and prudently, preventing waste, loss, or unauthorized use of resources 	<p>Understanding of resources and tradeoffs</p> <ul style="list-style-type: none"> • Looks at a scenario and sees opportunities to do things differently within organization overall <p>Communicating about resources</p> <ul style="list-style-type: none"> • Communicates effect of program/department’s strategy on org’s financials and impact overall <p>Balancing resources and strategy</p> <ul style="list-style-type: none"> • Within program/department: Responsibly manages and allocates budget in a high-impact way 	<p>Understanding of resources and tradeoffs</p> <ul style="list-style-type: none"> • Proactively raises opportunities for the organization overall to make strategic decisions that balance goals of high impact with financial sustainability <p>Communicating about resources</p> <ul style="list-style-type: none"> • Innovative thinker who inspires others with possibilities for the organization overall <p>Balancing resources and strategy</p> <ul style="list-style-type: none"> • Weighs tradeoffs of decisions and strategic options from an organizational-level • Makes strategic decisions regarding that improve the financials and impact of the organization overall

Leadership competency: **Strategic thinking**

Overall definition: Considers the future of the organization proactively and responsively; weighs diverse inputs to inform strategies; identifies innovative opportunities when relevant

Early stage	Intermediate	Advanced
<p>Gathering data/input</p> <ul style="list-style-type: none"> Asks questions and identifies problems of own program/department Has big-picture view of the organization; understands the mission, vision, unique approach, and values <p>Formulating strategy</p> <ul style="list-style-type: none"> Uses knowledge to provide input to strategy for program/department 	<p>Gathering data/input</p> <ul style="list-style-type: none"> Uses multiple types of inputs to identify opportunities to improve program or work and impact—including external information <p>Formulating strategy</p> <ul style="list-style-type: none"> Suggests and implements strategies as appropriate based upon evidence and best practice Weighs tradeoffs of decisions and strategic options from an organizational-level 	<p>Gathering data/input</p> <ul style="list-style-type: none"> Identifies opportunities for the organization to improve impact beyond own program area, and shares ideas with others <p>Formulating strategy</p> <ul style="list-style-type: none"> Weighs limitations like resources and staff when considering visionary ideas; can create big ideas but also understands implementation Inspires others with forward-looking ideas to enhance impact

Leadership competency: **Develops and motivates others**

Overall definition: Motivates others and supports their development through strong coaching and mentoring

Early stage	Intermediate	Advanced
<p>Motivating/inspiring</p> <ul style="list-style-type: none">• Recognizes exemplary performance <p>Coaching and mentoring</p> <ul style="list-style-type: none">• Invests in the ongoing professional development of staff• Clearly communicates performance expectations and provides fair, actionable, and timely performance feedback• Recognizes and actively works to mitigate the role of similarity bias when identifying talent to develop	<p>Motivating/inspiring</p> <ul style="list-style-type: none">• Looks for positive attributes and concretely reinforces them, promoting confidence and optimistic attitudes• Provides a variety of motivational styles, as appropriate, to different team members <p>Coaching and mentoring</p> <ul style="list-style-type: none">• Uses a range of tools and tactics to help staff of varying abilities grow• Stays informed of development opportunities and resources within the organization and links staff to them where appropriate• Provides development opportunities that actively combat systemic inequities (e.g., those that counteract gender norms)• Effectively addresses marginal and unsatisfactory performance	<p>Motivating/inspiring</p> <ul style="list-style-type: none">• Motivates and inspires team members across the agency to achieve full potential through sharing success stories and learnings from struggles <p>Coaching and mentoring</p> <ul style="list-style-type: none">• Seen as a role model of “people development” within the agency• Supports the development of other coaches across the Agency• Creates systems to ensure that staff from a variety of backgrounds are provided opportunities to develop and thrive

Leadership competency: Emotional awareness

Overall definition: Understands own emotions and others', and responds with empathy

Early stage	Intermediate	Advanced
<p>Demonstrating self awareness and control</p> <ul style="list-style-type: none"> • Demonstrates positivity • Recognizes own emotions and their effects on those around them • Is able to manage disruptive emotions and impulses <p>Showing empathy</p> <ul style="list-style-type: none"> • Seeks to understand others' perspectives and emotional reactions in a situation • Understands that emotional reactions are culturally influenced • Demonstrates to stakeholders that their perspectives are valued 	<p>Demonstrating self awareness and control</p> <ul style="list-style-type: none"> • Maintains consistent, positive attitude even when context is challenging • Knows when to stand firm with own emotions and when to accommodate <p>Showing empathy</p> <ul style="list-style-type: none"> • Identifies and responds to underlying attitudes such as personality differences and cultural norms • Identifies and acknowledges others' perspectives and recognizes the potential impact of the 'people dynamics' of a situation • Demonstrates the ability to interpret and hold emotional reactions from a culturally humble lens 	<p>Demonstrating self awareness and control</p> <ul style="list-style-type: none"> • Is a positive force for others; deploys a range of tactics to encourage positivity in the agency • Shows emotional resilience to stress or setbacks <p>Showing empathy</p> <ul style="list-style-type: none"> • Guides colleagues to consider the 'people dynamics' of a situation • Able to articulate strategic or programmatic implications of the 'people dynamics' of a situation and act accordingly

Leadership competency: **External relationship builder**

Overall definition: Invests in and builds strong, trusted relationships with all stakeholders

Early stage	Intermediate	Advanced
<p>Building individual network</p> <ul style="list-style-type: none">• Begins to form relationships with board members, partners, funders, and stakeholders <p>Building Agency influence</p> <ul style="list-style-type: none">• Responds to external needs in a timely, professional manner; follows through• Demonstrates to stakeholders that their perspectives are valued	<p>Building individual network</p> <ul style="list-style-type: none">• Maintains relationships with board members, funders, and stakeholders• Able to broker new relationships and negotiate partnerships with a priority on impact for the organization <p>Building Agency influence</p> <ul style="list-style-type: none">• Identifies new relationships that help fulfill the mission	<p>Building individual network</p> <ul style="list-style-type: none">• Cultivates new relationships with board members, funders, and other stakeholders• Works to maintain and grow outside partnerships and networks• Expertly brokers and negotiates new partnerships and/or needed changes to existing partnerships <p>Building Agency influence</p> <ul style="list-style-type: none">• Assesses changing context/ environment and the implications for necessary relationships/ partnerships for organization• Teaches others skills related to building relationships on behalf of the organization

Leadership competency: External representation

Overall definition: Represents the organization among external stakeholders, influences audiences, and communicates in a sophisticated way about the organization's vision and work

Early stage	Intermediate	Advanced
<p>Refining messaging</p> <ul style="list-style-type: none"> Effectively communicates the organization's vision, mission, programs, and outcomes through written and oral communications Ensures messages are consistent with organization's values and culture <p>Establishing credibility</p> <ul style="list-style-type: none"> Communicates effectively with a range of stakeholders and partners in relation to the work and the role of stakeholders 	<p>Refining messaging</p> <ul style="list-style-type: none"> Tailors communication to diverse audiences Thinks through material for presentations in advance and organizes presentations in a logical flow <p>Establishing credibility</p> <ul style="list-style-type: none"> Seeks opportunities to represent the organization externally Represents the organization and its expertise with a wide range of stakeholders 	<p>Refining messaging</p> <ul style="list-style-type: none"> Assesses changing context/ environment and the implications for how to represent the organization <p>Establishing credibility</p> <ul style="list-style-type: none"> Is sought out by others in the community as a representative for the organization Is primary contact for some of the organization's most high-priority stakeholders and partners Teaches others skills related to externally representing the organization

Leadership competency: **Leads with vision**

Overall definition: Has an inspiring vision for the future of the organization, beyond the status quo, and communicates it effectively; leads with courage and willingness to take risks in service of impact

Early stage	Intermediate	Advanced
<p>Developing a vision</p> <ul style="list-style-type: none"> • Demonstrates commitment and accepts responsibility for achieving organization vision/mission • Has a big-picture view of the organization <p>Communicating a vision</p> <ul style="list-style-type: none"> • Communicates a vision or sense of purpose for the work within their program/department 	<p>Developing a vision</p> <ul style="list-style-type: none"> • Feels responsibility for success of the organization as a whole • Engages with others to imagine possible futures <p>Communicating a vision</p> <ul style="list-style-type: none"> • Creates and communicates inspired vision/purpose beyond the status quo within program/department • Inspires and motivates others within program/department 	<p>Developing a vision</p> <ul style="list-style-type: none"> • Sees the “big picture” beyond the status quo and comes up with new ideas for achieving goals and vision • Balances vision with realistic view of organizational capacity and resources <p>Communicating a vision</p> <ul style="list-style-type: none"> • Creates and communicates inspired vision/purpose throughout organization • Inspires others and builds support for vision

Leadership competency: Values and prioritizes inclusivity

Overall definition: Consistently sees, learns from, and takes strategic action related to diverse perspectives; and demonstrates the self-awareness and behaviors to work with stakeholders (of various identities and levels of power) respectfully and effectively. Actively seeks to build and retain a diverse workforce and fosters an equitable inclusive workplace.

Early stage	Intermediate	Advanced
<p>Valuing diverse perspectives and seeking to further learn from them</p> <ul style="list-style-type: none"> Looks for and inquires about relevant diverse perspectives, including among stakeholders, and engages others in this inquiry Questions own assumptions related to diverse perspectives <p>Building and advancing diversity and inclusion</p> <ul style="list-style-type: none"> Demonstrates respectful interpersonal engagement across diverse perspectives Actively recruits for relevant diverse perspectives and from underrepresented populations Effectively addresses incidents of harassment or disrespect 	<p>Valuing diverse perspectives and seeking to further learn from them</p> <ul style="list-style-type: none"> Questions own assumptions and receives feedback with gratitude about own impacts across diverse perspectives Takes power dynamics related to diverse perspectives into account Helps others learn about the meanings of diverse perspectives before decisions are made <p>Building and advancing diversity and inclusion</p> <ul style="list-style-type: none"> Works actively to develop and retain the diversity of the workplace Works to mitigate implicit bias from decisions, policies, and practices. Assembles teams to include and embrace relevant diverse perspectives Fosters team norms that assure an inclusive and equitable workplace climate 	<p>Valuing diverse perspectives and seeking to further learn from them</p> <ul style="list-style-type: none"> Invests in the equitable participation of stakeholders representing relevant diverse perspectives Solicits and receives feedback about impact across diverse perspectives with gratitude Articulates how taking diverse perspectives into account enabled a decision or an outcome. <p>Building and advancing diversity and inclusion</p> <ul style="list-style-type: none"> Is a role model for respectful interpersonal engagement across diverse perspectives, for helping self and others address harassment/disrespect, and for mitigating implicit bias from decisions, policies, and practices.

Leadership competency: Team-building

Overall definition: Builds strong relationships with teams and colleagues; fosters effective teams and collaborative interactions

Early stage	Intermediate	Advanced
<p>Structuring and monitoring team work</p> <ul style="list-style-type: none"> • Creates appropriate team and individual objectives aligned to broader agency plans • Monitors individual and team performance against plan <p>Fostering collaboration</p> <ul style="list-style-type: none"> • Encourages team members to work together effectively • Initiates and cultivates relationships within team/ department • Demonstrates a positive and professional, non-competitive attitude towards working in teams • Identifies purpose and goals of the team • Recognizes the power of collaboration and incorporation of diverse perspectives <p>Conflict resolution</p> <ul style="list-style-type: none"> • Identifies tensions or conflicts within teams • Addresses team challenges when they arise 	<p>Structuring and monitoring team work</p> <ul style="list-style-type: none"> • Effectively engages team members in goal-setting and planning • Anticipates and addresses potential challenges in team process <p>Fostering collaboration</p> <ul style="list-style-type: none"> • Recognizes successful teamwork • Uses a variety of tactics to foster collaboration within and across teams • Communicates team’s goals and plans within the agency • Focuses on accomplishing team goals rather than a personal agenda • Actively participates as a team member; shows willingness to contribute, be open to feedback, and seek input from team <p>Conflict resolution</p> <ul style="list-style-type: none"> • Addresses and manages conflict directly 	<p>Structuring and monitoring team work</p> <ul style="list-style-type: none"> • Effectively plans and monitors work of multiple or complex teams <p>Fostering collaboration</p> <ul style="list-style-type: none"> • Builds sense of shared purpose and collective culture within and across departments • Actively seeks to incorporate activities that acknowledge and embrace team members’ unique backgrounds • Assesses team processes and acts accordingly to continuously improve • Inspires the team with a vision • “Seeks to incorporate team building exercises that incorporate/acknowledge team members’ cultural backgrounds” <p>Conflict resolution</p> <ul style="list-style-type: none"> • Promotes collaborative decision-making processes and demonstrates ability to reach team consensus

Leadership competency: **Continuous-improvement minded**

SELF

Overall definition: Identifies strategies to improve organization’s impact; weighs diverse inputs to inform strategies; sets course and drives implementation

Early stage	Intermediate	Advanced
<p>Identifying improvements</p> <ul style="list-style-type: none">• Sees opportunities to do things differently within program/ department <p>Driving implementation</p> <ul style="list-style-type: none">• Asks questions and identifies problems in program/ department; gathers relevant information to recommend an improvement	<p>Identifying improvements</p> <ul style="list-style-type: none">• Generates creative or innovative solutions when relevant—typically within program/ department• Challenges status quo in a thoughtful manner <p>Driving implementation</p> <ul style="list-style-type: none">• Able to get others excited about new possibilities• Suggests and implements when appropriate possible solutions based upon evidence and best practice	<p>Identifying improvements</p> <ul style="list-style-type: none">• Identifies opportunities for improvement at organizational-level• Innovative thinker who inspires others <p>Driving implementation</p> <ul style="list-style-type: none">• Weighs limitations like resources and staff when considering visionary ideas; can create big ideas but also understands and maps out implementation plan

Leadership competency: Deals with uncertainty

SELF

Overall definition: Identifies and assesses potential risks of a situation, and acts accordingly to mitigate them

Early stage	Intermediate	Advanced
<p>Identifying risks</p> <ul style="list-style-type: none">Proactively identifies potential risks that may be involved in an activity, projection, or scenario <p>Managing risks</p> <ul style="list-style-type: none">Helps evaluate possible solutions by evaluating risks	<p>Identifying risks</p> <ul style="list-style-type: none">Identifies root causes of potential risksAssesses potential risks of a situation from various lenses (including financial), and weighs as a tradeoff when making strategic decisions <p>Managing risks</p> <ul style="list-style-type: none">Identifies possible solutions to overcome potential risks	<p>Identifying risks</p> <ul style="list-style-type: none">Able to eliminate the root causes of potential risksProtects against the potential costs of risks by mitigating probability of occurring <p>Managing risks</p> <ul style="list-style-type: none">Accepts the consequences of risksDevelops contingency plans to execute should risk events occur, and executes effectively

Leadership competency: Initiative and results-driven

SELF

Overall definition: Makes and executes strategic plans to enhance intended impact, adjusting course as needed

Early stage	Intermediate	Advanced
<p>Planning for results</p> <ul style="list-style-type: none">• Creates plans for action and clearly communicates with others, delivering quality results• Recognizes issues and takes action to make or advance decision-making processes <p>Executing to achieve results</p> <ul style="list-style-type: none">• Participates in informing department and agency-wide responses to changes in the external environment	<p>Planning for results</p> <ul style="list-style-type: none">• Takes initiative to map out clear plans and mitigate against risks• Guides clear decision-making processes and gets necessary input to support actions as needed <p>Executing to achieve results</p> <ul style="list-style-type: none">• Drives swift action in response to changes in the internal environment• Proactively adjusts approach to maintain and advance delivery of quality results	<p>Planning for results</p> <ul style="list-style-type: none">• Creates new ideas and processes to address complex problems• Helps others see opportunity where others might see challenges <p>Executing to achieve results</p> <ul style="list-style-type: none">• Modifies and adjusts as changes are implemented to ensure results are achieved• Sets an example of being dependable and results-driven• Marshals resources and motivates others to achieve excellent results

Leadership competency: Resiliency

Overall definition: Demonstrates openness to change and new perspectives; can manage and adapt to ambiguity

Early stage	Intermediate	Advanced
<p>Managing ambiguity</p> <ul style="list-style-type: none"> • Demonstrates comfort with ambiguity • Adapts to changes in daily work and throughout the organization <p>Showing openness to change</p> <ul style="list-style-type: none"> • Open to new ideas, different perspectives, changes in the landscape, and adjustments to strategic or programmatic direction 	<p>Managing ambiguity</p> <ul style="list-style-type: none"> • Remains focused on team goals amidst a changing context and uncertainty • Flexes team approach based on new and changing information <p>Showing openness to change</p> <ul style="list-style-type: none"> • Demonstrates the ability to change a strong perspective based on new ideas • Fosters openness to change among their team by encouraging sharing of different perspectives and soliciting new approaches 	<p>Managing ambiguity</p> <ul style="list-style-type: none"> • Embraces change as an opportunity for growth and learning • Shares change dynamics with team and helps them to embrace change <p>Showing openness to change</p> <ul style="list-style-type: none"> • Models openness to change for others throughout the organization • Makes the case for needed changes, even if they will be challenging