



Zenger Folkman Leadership Competencies	Defining Behaviors
Displays High Integrity and Honesty	Avoid saying one thing and doing another (i.e. walk the talk)
	Follow through on promises and commitments
	Model the core values
	Lead by example
	Be trusted by others to "do the right thing" as it relates to other people
	Be honest and ethical when dealing with others, especially when using company resources
	Demonstrate ethical resolve in adverse circumstances
	Avoid saying one thing and doing another (i.e. walk the talk)
Technical/Professional Expertise	Stay up to date in the field
	Demonstrate technical, functional, and job-specific knowledge required for assignments
	Be sought out for opinions, advice, and counsel
	Know the job well
	Understand the technology and profession well
	Make a significant contribution toward achieving team goals through knowledge and skills
	Use technical knowledge to help team members troubleshoot problems
	Develop credibility with teammates because of in-depth knowledge of issues or problems



Solves Problems and Analyzes Issues	
Solves Problems and Analyzes Issues	Collect data from multiple sources when solving a problem
	Ask the right questions to obtain the information needed to size up a situation properly
	Systematically evaluate information by using a variety of proven methods and techniques
	Seek alternative approaches and new ideas
	Seek and try different approaches for solving complex problems
	See patterns and trends in complex data and use the patterns to outline a path forward
	Coach others on how to analyze information to solve problems and make decisions
	Clarify complex data or situations so that others can comprehend, respond, and contribute
	Proactively share data with others to help them analyze situations
Innovates	
Innovates	Collect data from multiple sources when solving a problem
	Ask the right questions to obtain the information needed to size up a situation properly
	Obtain accurate and crucial information as a basis for sound organization-wide decisions
	Systematically evaluate information by using a variety of proven methods and techniques
	Encourage alternative approaches and new ideas
	Encourage others to seek and try different approaches for solving complex problems
	See patterns and trends in complex data and use the patterns to outline a path forward
	Coach others on how to analyze information to solve problems and make decisions



Practices Self-Development	
Practices Self-Development	Seek feedback from others to improve and develop
	Make constructive efforts to change and improve based on feedback from others
	Constantly look for development opportunities
	Continually develop depth and breadth in key competencies
	Demonstrate a curiosity toward learning
	Take ownership for your own development
	Look for ways to build challenge into current assignments
	Learn from both success and failure
	Model self development and embrace its value
	Seek feedback from others to improve and develop
Drives for Results	
Drives for Results	Aggressively pursue all assignments and projects until completion
	Do everything possible to meet goals or deadlines
	Consistently meet or exceed commitments
	Follow through on assignments to ensure successful completion--don't lose interest before a project is completed
	Build commitment in others for their individual and team objectives
	Hold others accountable for achieving results
Establishes Stretch Goals	
Establishes Stretch Goals	Generate agreement among group members on achieving aggressive goals
	Build commitment with all employees on team goals and objectives
	Foster the confidence of others that goals will be achieved
	Promote a spirit of continuous improvement
	Maintain high standards of performance
	Set measurable standards of excellence for yourself and others in the work group



Takes Initiative	
Takes Initiative	Volunteer for challenging assignments
	Use discretionary time to help others uncover opportunities or solve problems
	Go above and beyond what needs to be done without being told
	Have the confidence to initiate action independently
	Independently address unexpected problems or opportunities
	Anticipate and respond to external threats or opportunities before they affect business performance
	Model proactive behaviors
	Take personal responsibility for outcomes
	Be counted on to follow through on commitments
	Volunteer for challenging assignments
Communicates Powerfully and Prolifically	
Communicates Powerfully and Prolifically	Communicates clearly and concisely
	Deliver effective presentations and speeches
	Give clear, understandable instructions to employees and others
	Use strong writing and verbal skills to communicate facts, figures, and ideas to others
	Skillfully communicate new insights
	Help people understand how their work contributes to broader business objectives
	Break down communication barriers between teams and departments



Inspires/Motivates Others to High Performance	Have a personal style that helps to positively motivate others
	Energize people to go the extra mile
	Skillfully persuade others toward commitment to ideas or action
	Demonstrate a win-win mindset during negotiations or group decisions
	Effectively exercise power to influence key decisions for the benefit of the organization
	Employ different motivational strategies to influence the behaviors of others
	Lead people to accomplish goals more significant than they originally thought possible
Builds Relationships	Be approachable and friendly
	Establish rapport easily
	Be trusted by work group members
	Handle difficult situations constructively and tactfully
	Deal effectively with people in order to get work accomplished
	Balance concern for productivity and results with sensitivity for employees' needs or problems
	Maintain and utilize relationships outside the company through which resources or information can be generated
	Be approachable and friendly
Develops Others	Act as a coach or mentor to facilitate learning from experience
	Foster a learning environment that encourages others to learn from their experience
	Find stretch assignments for individuals which require them to achieve significant but realistic goals
	Give honest and candid feedback in a helpful way
	Make the tough people decisions necessary to ensure current and future success
	Create a development plan and work hard on acquiring new skills
	Is open to feedback from others
	Willingly give challenging, developmental goals



Collaboration and Teamwork	Promote a spirit of cooperation with other members of the work group
	Champion an environment that supports effective teamwork
	Have the trust and respect of the team
	Develop cooperative working relationships with others in the company
	Take into account how individual actions affect the team
	Foster a climate of trust and respect within the team
	Remove barriers to positive team performance
	Proactively address conflicts and disagreements that affect team effectiveness
	Model teamwork by working effectively with other leaders in the organization
	Ensure that the work unit works well with other groups and departments
Develops Strategic Perspective	Knows how work relates to the organization's business strategy (line-of-sight connection)
	Balance the short-term and long-term needs of the organization
	Demonstrate forward thinking about tomorrow's issues
	Propose initiatives that become part of the organization's strategic plan
	Clarify vision, mission, values, and long-term goals for others
	Translate the organization's vision and objectives into challenging and meaningful goals for others
	Ensure that work group goals are aligned with the organization's strategic goals and vision
	Explain to others how changes in one part of the organization affect other organizational systems



Champions Change	Act as a change agent--strongly support the continual need to change
	Become a champion for projects or programs, presenting them so that others support them
	Be an effective marketer for work group projects, programs, or products
	Energize others to want to change by pointing out the need for change
	Encourage people to let go of old ways so new ways can begin
	Let others know how change will positively affect them
	Help teams and work groups translate new change goals into practical implementation steps
	Champion organizational change initiatives in a way that helps people understand, appreciate, and support them
	Help others overcome their resistance to change
	Create a compelling case for change
Connects the Group to the Outside World	Know how to deliver products or services that delight customers by meeting and exceeding their expectations
	Use knowledge and feedback from an external perspective to improve products and services
	View your work in the context (through the eyes) of the external customer
	Help people understand how meeting customer needs is central to the mission and goals of the organization
	Translate first-hand knowledge of customers into organizational strategy, goals and direction
	Demonstrate the ability to represent the work group to key groups outside the group or department