

Executive Management Core Competency Categories/Examples

The following chart provides definitions for the six Core Competency categories upon which the appraisal of executive managers will be based and provides some attributes that may apply to each competency.

Executives will be rated using the competencies listed on the left side of the chart. The right side of the chart provides a brief description of each competency.

COMPETENCY	EXAMPLES OF COMPETENCY SKILLS (you may identify attributes from this list or develop your own)
<i>Leadership</i>	<ul style="list-style-type: none"> • Leads confidently • Employs contemporary leadership practices • Takes personal responsibility for actions and decisions • Guides and directs others toward meeting business objectives while encouraging openness, creativity, and innovation • Exerts influence, persuasion, and vision to communicate and effectuate organizational change • Willing to take and allow others to take risks while communicating and establishing appropriate controls • Entrusts others with tasks, responsibility, and authority • Identifies, attracts, and retains talent • Effectively implements succession planning • Ambition directed toward the organization • Confronts conflict directly and objectively with a goal of resolution for all parties • Takes ownership in areas of responsibility; holds employees accountable to consistent standards
<i>Strategic</i>	<ul style="list-style-type: none"> • Plans and makes decisions within the framework of business objectives • Knows and understands factors influencing strategy • Possesses political savvy; effectively maneuvers through a political environment • Understands the organization's strengths, limitations, resources, and culture in developing and implementing strategies • Aligns strategic goals and department business objectives to organizational vision • Measures organizational effectiveness against key operational and financial targets/goals and reset strategies accordingly • Effectively filters information to take actions that have the greatest positive impact and benefit for the organization • Can be decisive or involve others as situations demand • Is willing to make tough decisions and commit to action
<i>Vision</i>	<ul style="list-style-type: none"> • Sets organizational vision that is aligned with County vision and priorities, public policy, client needs, and Board direction • Builds a shared perspective and articulates it with passion to inspire others • Sets targets and acts as a catalyst for organizational and/or cultural change • Possesses uncompromising commitment to service in the best interest of the public • Aligns workforce with organizational vision

<p><i>Influence</i></p>	<ul style="list-style-type: none"> • Adapts to situations in order to appropriately direct, persuade, or motivate others • Adjusts leadership style to specific situations to achieve maximum results • Establishes and maintains a solid power base built on trust, fairness, and honest • Achieves maximum results through influencing and empowering others • Communicates clearly and convincingly • Deals effectively with conflict • Builds personal bonds to achieve effective outcomes • Develops strong, effective working relationships • Encourages open communication about controversial issues • Promotes collaboration to manage contention • Confronts conflict constructively to minimize negative impact
<p><i>Agility</i></p>	<ul style="list-style-type: none"> • Effectively leads and makes decisions in an environment of uncertainty and ambiguity • Weathers and/or excels in crisis or setback situations • Resilient • Able to make sound decisions quickly, with minimal information • Open to change and new information • Quickly adapts in response to new information, changing conditions, or unexpected obstacles • Responds flexibly to people in different situations
<p><i>Ethics</i></p>	<ul style="list-style-type: none"> • Acts with honest and integrity • Walks the talk • Assumes personal responsibility and accountability • Acts consistently with articulated values • Behavior is consistent with organizational values • Makes decisions within a well-defined ethical framework • Personifies high standards of honesty, integrity, trust, openness, fairness, compassion, and ethical behavior through a personal set of core values • Uses position and personal power appropriately