



Leadership Development Competency Framework

Introduction

This Leadership Development Competency Framework presents a comprehensive exploration of the indispensable skills and competencies required for fostering effective leadership at all levels of an organization. It acknowledges the unique role that leaders play in shaping the culture, setting the strategy, and driving performance within their organizations. In a rapidly changing business environment, identifying and cultivating these competencies is of paramount importance for sustainable growth and competitive advantage.

We delineate 34 core leadership skills and competencies, offering an inclusive understanding of the multifaceted nature of leadership. These range from vision and strategy, decision-making, and problem-solving, to emotional intelligence, communication, and adaptability. Each of these competencies is dissected, providing an in-depth exploration of their importance and application in a leadership context.

The framework extends beyond the identification of these competencies and offers a structured proficiency model, which serves as a guideline for expectation setting around these competencies. This

model tailors the leadership competencies to different managerial levels - from frontline managers to directors, vice presidents, and C-level executives. This nuanced approach ensures that the varying demands and responsibilities at each leadership level are accurately captured, facilitating a more effective leadership development strategy.

The ultimate goal of this framework is twofold: firstly, to provide readers with an enriched understanding of the critical skills and competencies that form the bedrock of successful leadership. Secondly, to provide a framework that helps define and set proficiency expectations around these competencies across various leadership levels within an organization.

By leveraging the insights provided in this framework, organizations can create a more precise, targeted approach to leadership development, fostering leaders who are not only capable of meeting the challenges of today, but also driving their organizations towards a successful future.



Accountability

Willingness to take responsibility for one’s actions and their consequences.

Manager	<p>As a Manager, accountability involves taking responsibility for one’s own actions, decisions, and the performance of their immediate team. This requires meeting commitments, owning up to mistakes or failures, and taking corrective actions when necessary. Managers should model accountability by setting expectations for their team, delivering on their commitments, and holding themselves and their team members accountable for results. They must also be transparent and honest in their communications, providing feedback, and managing performance.</p>
Director	<p>At the Director level, accountability takes on a broader and more strategic dimension. Directors must take ownership for the performance of their department or division, balancing competing priorities and managing resources effectively to deliver results. They should foster a culture of accountability by setting clear objectives, empowering team members to take ownership, and holding them accountable for their contributions. Directors must also demonstrate accountability in their interactions with other departments and stakeholders, building trust through transparent communication, collaborative problem-solving, and follow-through on commitments.</p>
Vice President	<p>For Vice Presidents, accountability involves taking responsibility for the performance of multiple departments or the entire organization. They should drive the execution of strategic initiatives, manage risks effectively, and be accountable for the organization’s performance against strategic objectives. VPs must also foster a culture of accountability at all levels of the organization, setting the tone for responsible decision-making, integrity, and follow-through on commitments. They should be adept at managing stakeholder relationships, demonstrating accountability in their commitments to customers, partners, shareholders, and other stakeholders.</p>
C-Suite	<p>At the C-Level, accountability is both a personal responsibility and a strategic function that permeates the entire organization. C-Level executives are accountable for the overall performance of the organization, the execution of its strategy, and its financial, social, and environmental impacts. They must model the highest standards of integrity, take responsibility for the organization’s successes and failures, and make tough decisions when necessary. They should also foster a culture of accountability that encourages responsible decision-making, ethical behavior, and commitment to the organization’s values and objectives. Their accountability extends to all stakeholders, including employees, customers, shareholders, and the society at large.</p>

Adaptability / Flexibility

The ability to adapt to changes and remain flexible in various situations is critical.

Manager	<p>As a Manager, adaptability involves being open to new ideas and changes within one’s team or immediate area of responsibility. This might mean adjusting project plans on the fly, adopting new technologies or methodologies, or altering team roles and responsibilities to better meet objectives. Managers demonstrate adaptability by encouraging their team to embrace changes, maintaining a positive attitude when faced with unexpected challenges, and being flexible in their approach to problem-solving.</p>
Director	<p>Directors, given their broader purview, must be adaptable in the face of shifts in organizational strategy or market dynamics that impact their departments. They must be able to reconsider and adjust their department’s goals and operations in line with these changes. Directors demonstrate adaptability by being proactive in identifying changes on the horizon, showing resilience in the face of setbacks, and leading their departments through periods of change with confidence and a focus on the bigger picture.</p>
Vice President	<p>As Vice Presidents, adaptability involves the ability to steer the entire organization or large parts of it through significant changes or disruptions. This might involve pivoting organizational strategy, transforming business models, or leading the organization through crises. VPs demonstrate adaptability by being agile decision-makers, taking calculated risks, fostering a culture of resilience and adaptability, and managing change in a way that minimizes disruption and maintains organizational performance.</p>
C-Suite	<p>At the C-Level, adaptability means not just responding to changes, but also anticipating and driving change to maintain the organization’s competitive edge. This could involve leading the organization through digital transformation, shifts in market dynamics, changes in regulatory environment, or societal changes. C-Level executives demonstrate adaptability by being visionary leaders who are open to innovation, able to redefine strategic objectives in the face of change, and adept at fostering a culture of adaptability that empowers the entire organization to navigate change effectively.</p>

Business Acumen

Understanding the broader business context, including the market, customer needs, and competitive landscape, is key.

Manager	<p>As a Manager, business acumen primarily pertains to understanding the operational aspects of their specific area or department. Managers should be adept at managing resources, understanding how their team’s work fits into the broader business context, and making operational decisions based on this understanding. They need to grasp the key performance indicators relevant to their work and be able to analyze data to drive improvements. They must also understand the basics of business finance, including budgeting and cost management.</p>
Director	<p>At the Director level, business acumen extends to understanding the larger strategic context of the business. Directors should be familiar with the organization’s business model, key drivers of success, and competitive landscape. They need to make decisions considering not only their own department but also interdependencies with other departments and the organization’s overall strategy. Directors should understand financial indicators at a broader level, including profitability, cash flow, and return on investment, and be able to use this understanding to drive strategic decisions and initiatives.</p>
Vice President	<p>Vice Presidents should possess a deep level of business acumen, able to understand complex business dynamics, identify opportunities for growth, and drive strategic initiatives. They should be skilled at analyzing industry trends, market opportunities, and competitive threats, and aligning the organization’s strategy and operations accordingly. Vice Presidents should also be adept at financial analysis and decision-making at the organizational level, including capital allocation, risk management, and performance measurement. They must also understand the broader stakeholder environment, including customer needs, shareholder expectations, and regulatory requirements.</p>
C-Suite	<p>At the C-level, business acumen is about having a holistic understanding of the business and the external environment in which it operates. C-Level executives should be visionary leaders, able to anticipate market shifts, drive innovation, and make strategic decisions that shape the future of the organization. They need to understand complex financial dynamics, including corporate finance, mergers and acquisitions, and financial markets. They should also be adept at managing stakeholder relationships, including investors, regulators, customers, and partners. Their business acumen should enable them to drive the organization’s strategic agenda, ensure its financial sustainability, and enhance its competitive position in the market.</p>

Change Management

Leaders should be able to manage change effectively, helping team members navigate transitions smoothly.

Manager	<p>As Managers, proficiency in change management typically involves the ability to adapt to changes instigated by others, guiding and supporting their immediate team through the change process. Managers must be capable of recognizing when change is needed in their teams, initiating changes that improve the team's performance, and successfully implementing those changes. This involves communicating effectively about the change, addressing team members' concerns, and maintaining morale and productivity during the transition.</p>
Director	<p>At the Director level, change management involves designing and implementing change initiatives that affect multiple teams or an entire department. Directors need to assess the impact of these changes, plan the change process carefully, and collaborate with other leaders to ensure that the change is implemented smoothly. They must be skilled at navigating resistance, managing the people side of change to minimize disruption and distress, and realigning teams with the new direction. They also play a key role in integrating change into the organization's culture and processes.</p>
Vice President	<p>Vice Presidents, given their role in setting strategy and overseeing large portions of the organization, must demonstrate advanced change management skills. They need to be able to envision large-scale transformations, articulate the need for change to a broad audience, and lead these changes at an organizational level. This includes being able to anticipate potential challenges and resistance, manage stakeholder expectations, and ensure that the organization has the capacity to handle the change. They also need to drive alignment across different parts of the organization, ensuring that everyone moves in the same direction.</p>
C-Suite	<p>At the C-level, executives need expert-level skills in change management. They must be able to anticipate and adapt to market or environmental changes that require significant transformation of the organization. They play a key role in setting the change agenda, communicating the strategic rationale for change, and driving change initiatives across the entire organization. They must also foster a culture of adaptability and resilience, enabling the organization to continuously evolve and thrive in a changing environment. They must also balance the need for change with the need for stability and continuity, managing risks and ensuring that the organization remains on a steady course despite the changes.</p>

Coaching and Mentoring

Effective leaders know how to develop their team members by coaching and mentoring.

Manager	<p>As Managers, individuals are often first introduced to the role of coach and mentor. They guide their team members in skill development, problem-solving, and career progression. Managers act as coaches by providing direct feedback, setting performance goals, and helping employees enhance their skills and competencies. They act as mentors by providing advice, sharing experiences, and helping employees navigate the organizational landscape. The focus at this stage is primarily on the individual development of team members.</p>
Director	<p>Directors take on a broader coaching and mentoring role that extends beyond their immediate team. They not only guide their direct reports but also develop emerging leaders within their area of responsibility. Directors have a deeper understanding of the organization's strategy and culture, which they use to guide their coaching and mentoring efforts. They may help their mentees understand the bigger picture, take on larger responsibilities, and prepare for potential leadership roles. They also start to develop a coaching culture within their area, encouraging their managers to become effective coaches.</p>
Vice President	<p>At the Vice President level, the role of a coach and mentor involves developing the next generation of organizational leaders. They have a broad perspective on the organization's talent and use this to guide their coaching efforts. Vice Presidents coach other leaders on strategic thinking, decision-making, and leading change. Their mentoring often focuses on helping leaders navigate the organization's politics, manage their careers, and balance their work and personal life. They play a key role in embedding a coaching culture across the organization, influencing other leaders to adopt coaching practices.</p>
C-Suite	<p>C-Level executives play a vital role as coaches and mentors, though their approach is less about direct skill development and more about guiding the overall leadership development in the organization. They coach other executives, helping them refine their leadership style, make tough decisions, and manage the complexities of the executive role. Their mentoring often involves helping leaders understand the nuances of the boardroom, manage their executive image, and prepare for future CEO or board roles. As a mentor, C-level executives often provide guidance based on their deep understanding of the business landscape, the challenges of leadership, and the future direction of the organization. They also set the tone for a coaching culture at the executive level and across the entire organization.</p>

Communication

Leaders must be able to effectively communicate with a wide range of stakeholders.

Manager	<p>At the Manager level, communication is key to relay information and expectations, coordinate efforts, and build relationships within the team. Managers need to communicate effectively with their direct reports, providing clear instructions, timely feedback, and consistent updates. At this level, the development of listening skills is crucial as well, understanding team members’ perspectives, encouraging their input, and addressing their concerns. Managers often begin to develop their persuasive communication skills, learning to advocate for their team’s needs and present their ideas convincingly to upper management.</p>
Director	<p>As a Director, individuals are required to communicate with a wider variety of stakeholders, including other leaders, departments, and sometimes external parties. The focus shifts from managing team communication to shaping and delivering messages that align with the organizational strategy. Directors must be able to articulate the department’s vision, make persuasive arguments, and negotiate effectively. They also have to understand the nuances of non-verbal communication and the impact of their communication style on others. Active listening, empathy, and the ability to handle difficult conversations become increasingly important at this level.</p>
Vice President	<p>At the Vice President level, communication is less about transmitting information and more about influencing and inspiring others. VPs need to communicate complex ideas clearly and compellingly, align diverse groups around a common vision, and promote open dialogue across the organization. They must be adept at managing conflicts, navigating sensitive issues, and building consensus. They also have to communicate effectively in high-stakes situations, such as crisis communication or high-level negotiations. At this level, individuals begin to develop their storytelling skills, using narratives to inspire, motivate, and drive change.</p>
C-Suite	<p>C-level executives are the voice of the organization. They communicate the organization’s vision, values, and strategy to a wide array of internal and external stakeholders. The focus at this level is on strategic communication, shaping the organization’s narrative, managing its reputation, and influencing key stakeholders. C-level executives must be skilled at public speaking, media relations, and crisis communication. They also need to foster open and authentic communication within the organization, promoting transparency, trust, and engagement. They must also master the art of listening at this level, demonstrating empathy and understanding towards all stakeholders and responding effectively to their concerns and feedback.</p>

Conflict Management

Leaders should be able to navigate and mediate interpersonal conflicts within their teams.

Manager	<p>At the managerial level, conflict management primarily involves addressing interpersonal issues within the team. Managers need to identify potential conflicts early, facilitate constructive dialogue between the parties involved, and promote a cooperative team environment. They often need to make difficult decisions to resolve conflicts, striving to be fair and impartial. A successful manager is one who can convert potentially negative conflicts into opportunities for team learning and improvement.</p>
Director	<p>As a Director, the scale of conflict management expands. Directors not only manage conflicts within their department but also between their department and other parts of the organization. They need to understand and navigate the complex power dynamics and conflicting interests that often exist between different organizational units. At this level, individuals also start to mediate conflicts between their team members and stakeholders outside their department. A successful director can resolve conflicts in a way that strengthens inter-departmental relationships and aligns everyone with the organization's broader goals.</p>
Vice President	<p>Vice Presidents are often involved in managing strategic conflicts, such as disagreements about the organization's direction, priorities, or resource allocation. They need to facilitate constructive debates about these issues, promoting mutual understanding and consensus among other leaders. VPs also have to manage conflicts with external stakeholders, such as partners, suppliers, or regulatory bodies. They must do so while protecting the organization's interests and maintaining its reputation. At this level, conflict management becomes less about resolving specific disputes and more about fostering a culture of open dialogue, mutual respect, and collaborative problem-solving.</p>
C-Suite	<p>At the C-level, conflict management is about setting the tone for how the organization as a whole deals with conflicts. C-level executives must cultivate a culture that views conflict not as a threat, but as an opportunity for innovation, learning, and growth. They need to ensure that conflicts are managed in a way that aligns with the organization's values and ethical standards. They also deal with high-stakes conflicts, such as board disputes, shareholder disagreements, or public controversies. At this level, conflict management also involves proactive efforts to prevent conflicts, such as stakeholder engagement, transparent communication, and effective governance practices.</p>

Critical Thinking

The ability to reason, analyze, and make judgments or solve problems.

Manager	<p>At the managerial level, critical thinking involves making decisions about daily operations and project tasks. Managers are often required to analyze situations or problems, evaluate different options, and make decisions under time pressure. They must be adept at problem-solving, troubleshooting, and using data to guide their decisions. Managers use their critical thinking skills to understand their team's capabilities and to delegate tasks effectively, as well as to identify process improvements and efficiency gains.</p>
Director	<p>As a Director, the complexity and ambiguity of problems increase, requiring a deeper level of critical thinking. Directors are required to think strategically, considering the longer-term implications and broader organizational impact of their decisions. They must balance competing demands, align their department's operations with strategic goals, and anticipate future challenges. They also need to critically evaluate the information they receive from different sources, considering its reliability and relevance. Directors must encourage their team to develop their own critical thinking skills, fostering a culture of learning and intellectual curiosity.</p>
Vice President	<p>At the Vice President level, critical thinking is about seeing the big picture, understanding the interdependencies between different parts of the organization, and anticipating market trends and external factors. VPs are required to make significant strategic decisions that affect the entire organization and its future direction. They must critically evaluate strategic proposals, challenge assumptions, and consider different perspectives. VPs also need to be able to think creatively, envisioning innovative solutions to complex, novel problems.</p>
C-Suite	<p>C-Level executives are faced with the highest level of complexity and ambiguity. Their critical thinking is focused on the organization's mission, vision, and long-term survival. They must navigate the ever-changing business environment, anticipate future trends, and make strategic decisions under conditions of uncertainty. They need to challenge conventional wisdom, question the status quo, and think outside the box. At this level, critical thinking also involves ethical considerations, balancing the interests of different stakeholders, and making decisions that reflect the organization's values and social responsibility.</p>

Cultural Competence

Leaders should understand, respect, and work effectively with diverse cultures and demographics.

Manager	<p>At the manager level, cultural competence primarily involves understanding and respecting the diverse backgrounds, beliefs, and perspectives within their immediate team. Managers should create an inclusive environment where all team members feel valued, and any form of bias or discrimination is actively discouraged. Managers with strong cultural competence can effectively communicate with and manage a diverse team, allowing them to leverage the unique strengths and viewpoints of each individual to drive team performance.</p>
Director	<p>As individuals rise to the level of Director, their cultural competence must also extend to understanding the diverse perspectives across different teams, departments, or divisions within the organization. Directors must be capable of fostering a culture of inclusivity at a larger scale, ensuring effective collaboration across diverse groups and leveraging diversity to drive innovation and performance at a departmental or divisional level. Directors also need to be mindful of how cultural factors may impact the implementation of strategies and initiatives across different parts of the organization.</p>
Vice President	<p>At the Vice President level, cultural competence becomes even more critical as the scope extends to the entire organization. VPs should champion diversity and inclusion at the organizational level, influencing organizational culture, policies, and practices to ensure they are inclusive and respectful of diversity. They must be sensitive to cultural nuances when formulating and communicating strategies and be adept at managing cross-cultural dynamics when leading organization-wide initiatives. At this level, cultural competence also extends to understanding the diversity among the organization’s external stakeholders, including customers, partners, and the communities in which the organization operates.</p>
C-Suite	<p>For C-level executives, cultural competence is a strategic necessity that is integral to the organization’s long-term success. At this level, cultural competence includes understanding and respecting cultural differences at a global level, given the international nature of many businesses today. C-level executives need to be aware of how cultural factors may impact the organization’s operations in different markets and incorporate this understanding when making strategic decisions. They should also lead by example in championing diversity and inclusion, ensuring that cultural competence is embedded in the organization’s values, strategies, and practices.</p>

Customer Focus

Leaders need to ensure the organization stays customer-focused in all its operations.

Manager	<p>At a managerial level, customer focus primarily revolves around understanding the needs and concerns of the customers who directly interact with their team's products or services. They should train their team to provide excellent customer service and to resolve issues effectively. Additionally, they should be able to provide feedback to higher-ups about customer needs and the ways their team can better meet these needs.</p>
Director	<p>Directors, overseeing several teams or a department, should have a broader view of customer focus. It involves identifying customer needs across various segments and translating those needs into department-wide strategies. They should be adept at creating systems that collect and analyze customer feedback across various touchpoints. Directors should also be able to balance immediate customer needs with strategic goals, setting the tone for how their department can best cater to the customer while meeting organizational objectives.</p>
Vice President	<p>Vice Presidents need to cultivate a deep understanding of the company's customer base as a whole. They should focus on long-term customer relationships and the overall customer journey. This role requires the creation and implementation of organization-wide strategies that enhance customer satisfaction and loyalty. They should be forward-thinking, anticipating market trends and customer needs, and ensuring the organization is prepared to meet these needs.</p>
C-Suite	<p>At the C-level, customer focus means making decisions that put the customer at the heart of all business strategy. They need to ensure that the organization's vision and mission are customer-centric, and that this focus is clearly communicated to all levels of the organization. They are responsible for fostering a culture where every decision, from product development to marketing to sales, is made with the customer's needs and wants in mind. At this level, it's also critical to build relationships with key clients and stakeholders, gathering insights that could shape the company's direction.</p>

Decision Making

Leaders need to be able to make informed, timely, and sometimes difficult decisions.

Manager	<p>Managers often make decisions that impact their immediate team. They need to balance data with intuition to make timely and effective choices. A manager’s decision-making process might be more operational, focusing on the daily running of the team, scheduling, and resolving conflicts. Managers need to be skilled in prioritizing tasks, weighing the pros and cons of different approaches, and considering the short-term implications of their decisions on the team’s performance and morale.</p>
Director	<p>A Director’s decision-making role expands to encompass an entire department or business unit, and they might be faced with more strategic decisions concerning the direction of their area of responsibility. They need to interpret and analyze more complex data sets, consider the wider business context, and understand how decisions will impact various interconnected teams. They also need to balance competing interests and stakeholders and make decisions that align with the broader organizational strategy. A Director should also be able to make tough calls when there is ambiguity or incomplete information, demonstrating confidence and resilience.</p>
Vice President	<p>As a Vice President, individuals are making decisions at the organizational level. Their decisions often involve long-term strategic planning and substantial resource allocation. They need to evaluate the potential impact of their decisions on the entire organization and multiple stakeholders, including employees, shareholders, and customers. Their decision-making process should include a robust risk assessment, understanding of market trends, and a deep comprehension of the organization’s strategic objectives. They need to be comfortable making high-stakes decisions under uncertainty, often based on strategic foresight and the organization’s mission and values.</p>
C-Suite	<p>C-level executives are responsible for making the most critical decisions that determine the direction of the organization. They need to consider not just the immediate impact of their choices but the long-term sustainability of the organization. Their decisions often require balancing the needs of various stakeholders, from employees to shareholders to the public. They must use their deep industry knowledge and strategic acumen to make decisions that could impact the organization for years to come. Their decision-making process often includes considering the organization’s reputation, regulatory environment, and societal impact. Their ability to make sound, ethical, and forward-thinking decisions is key to their role.</p>

Delegation

Effective leaders know how to delegate tasks to their team members in a way that maximizes efficiency and individual strengths.

Manager	<p>At the managerial level, delegation often involves assigning tasks and projects to individual team members based on their skills, strengths, and workload capacity. A manager should be able to clearly communicate expectations, provide necessary resources, and establish deadlines. They should also be confident in letting go of the reins and trusting their team members to do the work. An effective delegator at this level monitors progress, offers guidance, and recognizes the efforts and contributions of their team, fostering a sense of ownership and responsibility among team members.</p>
Director	<p>Directors take delegation a step further by not only assigning tasks but also entrusting significant responsibilities to their team leaders or managers. This could involve delegating responsibility for key decisions, strategic initiatives, or important projects. Directors should be able to assess the capabilities and potential of their teams, and delegate accordingly to help them grow. They should also provide support and create an environment where their teams feel empowered and accountable. An effective Director balances oversight with autonomy, creating an atmosphere of trust and mutual respect.</p>
Vice President	<p>As Vice Presidents, individuals delegate not just tasks and responsibilities, but also strategic objectives to various departments or divisions. At this level, delegation is more about empowering leaders to take charge of significant areas of the organization's operations or strategic initiatives. This requires a deep trust in their leadership teams and an understanding of their capabilities. Vice Presidents must also ensure that delegated responsibilities align with the organization's strategic goals, and they should be skilled at providing the necessary direction, support, and feedback.</p>
C-Suite	<p>In C-Level positions, delegation reaches its highest strategic level. C-Level executives delegate significant responsibilities and strategic initiatives to other top executives, allowing them to shape and direct key areas of the organization. This involves a high level of trust and a deep understanding of the capabilities and potential of their executive team. C-Level executives should be skilled at aligning delegated responsibilities with the organization's mission, vision, and strategic objectives. They should also be adept at providing strategic direction, supporting their executives, and holding them accountable for their areas of responsibility. Effective delegation at this level can shape the organization's strategic direction, foster a culture of empowerment and accountability, and drive organizational performance and growth.</p>

Emotional Intelligence

This includes self-awareness, self-regulation, social skills, empathy, and motivation.

Manager	<p>At the Manager level, Emotional Intelligence (EI) is primarily focused on self-awareness and relationship management within the team. Managers use their EI to understand their own emotions and their impact on others, while also being aware of their team members' emotions. They work to create an environment of trust and empathy, managing conflicts effectively, and maintaining positive relationships. It's also critical for Managers to demonstrate emotional self-control, especially during stressful situations, to set an example for their team.</p>
Director	<p>Directors expand their emotional intelligence skills to include empathy and understanding across a broader scope – a department or several teams. They must be attuned to the emotional climate of these larger groups and adapt their communication and management styles accordingly. Their EI is essential for understanding and navigating the different interpersonal dynamics and subcultures within these larger groups. Directors also need to leverage their emotional intelligence to motivate others, foster collaboration between teams, and manage change effectively.</p>
Vice President	<p>As a Vice President, individuals apply their EI at an organizational level. They must be able to understand and respond to the emotional undercurrents of the organization as a whole. They use their emotional intelligence to build a shared sense of purpose and direction, instill resilience during challenging times, and inspire a positive organizational culture. At this level, emotional intelligence also involves understanding the emotional needs and expectations of external stakeholders like partners, clients, and customers.</p>
C-Suite	<p>At the C-level, executives must demonstrate superior emotional intelligence. They set the emotional tone for the entire organization and their emotional self-awareness, self-management, social awareness, and relationship management skills are crucial for the organization's success. They must be able to empathize with a diverse range of employees and stakeholders, inspire and motivate at a large scale, and navigate high-stakes emotional situations. Their emotional intelligence also enables them to make complex decisions with empathy, integrity, and a deep understanding of their impact on the people within and outside the organization.</p>

Ethical Behavior

This involves maintaining high ethical standards and promoting them within the organization.

Manager	<p>A Manager’s demonstration of Ethical Behavior predominantly involves their own personal actions and how they manage their immediate team. They set the standard for their team by modeling ethical behavior in their decisions and actions, maintaining integrity even when faced with difficult situations. They create an environment where team members feel safe to speak up about ethical concerns and ensure these concerns are addressed appropriately. Managers should act transparently, promote fairness, and follow through on their commitments to build trust within their team.</p>
Director	<p>At the Director level, individuals carry a broader responsibility for setting and reinforcing ethical standards across multiple teams or an entire department. Directors need to not only model ethical behavior but also communicate the importance of ethical conduct in achieving organizational goals. They need to establish clear ethical guidelines and expectations for the teams they oversee, ensuring that their decisions align with these standards. They also play a significant role in managing any ethical dilemmas that arise within their scope, demonstrating tact and integrity in their resolution.</p>
Vice President	<p>As a Vice President, ethical behavior involves guiding the organization’s ethical culture. This means shaping policies, practices, and systems to promote ethical behavior at all levels. Vice Presidents should be proactive in identifying potential ethical issues or conflicts of interest and addressing them promptly and transparently. They must also maintain open communication channels for employees to report ethical concerns without fear of retaliation. At this level, individuals often find themselves balancing various stakeholder interests, requiring a strong moral compass and commitment to doing what’s right for the organization.</p>
C-Suite	<p>At the C-level, ethical behavior is about defining and championing the organization’s ethical vision. C-level executives set the ethical tone for the entire organization, and their actions and decisions have far-reaching implications. They are responsible for ensuring the organization’s policies, practices, and culture align with its stated values and ethical standards. This involves engaging with the board, stakeholders, and the public on ethical matters and being transparent about the organization’s ethical successes and failures. They must also model the highest standard of ethical behavior in their own conduct, demonstrating to all that integrity and honesty are not just stated values but lived ones.</p>

Feedback and Recognition

Leaders should be proficient at giving and receiving feedback and recognizing the efforts and achievements of their team.

Manager	<p>A Manager’s competency in Feedback & Recognition largely revolves around direct interaction with their team members. They would be expected to provide constructive feedback and praise on a regular basis, fostering an environment where open communication is valued. They set the tone for a feedback-rich culture within the team, encouraging members to offer their input and learning how to adapt their own approach based on feedback received. Recognizing individual and team efforts, as well as celebrating achievements, is key at this level, helping to build morale and commitment.</p>
Director	<p>As a Director, the responsibility of Feedback & Recognition expands to cover multiple teams or an entire department. Directors need to ensure a consistent feedback culture across all the teams they oversee, implementing processes that facilitate regular, constructive dialogue. They need to provide clear, actionable feedback to their direct reports (often Managers) and recognize their accomplishments. At the same time, they should encourage these managers to do the same with their teams, reinforcing a culture of appreciation and learning.</p>
Vice President	<p>The role of a Vice President in Feedback & Recognition involves integrating this competency into the broader organizational culture. They should advocate for a company-wide feedback culture, encouraging open dialogue across levels and departments. By recognizing successes and improvements, they help to nurture an environment of continuous growth and development. Vice Presidents should also model effective feedback practices in their interactions with Directors and other high-level leaders, exemplifying how to deliver and receive constructive criticism and recognition.</p>
C-Suite	<p>At the C-level, executives play a pivotal role in promoting a culture of Feedback & Recognition throughout the entire organization. They should lead by example, providing constructive feedback to other senior leaders and recognizing their achievements. Furthermore, they are responsible for ensuring the organization’s systems, processes, and policies support a feedback-rich culture. This may involve championing initiatives like peer recognition programs, 360-degree feedback systems, and others that emphasize the importance of feedback and recognition at all levels of the organization. Their public recognition of significant accomplishments can also be a powerful motivator, fostering a sense of pride and unity across the company.</p>

Financial Acumen

Leaders should understand the financial aspects of their business to make informed decisions.

Manager	<p>At the managerial level, financial acumen primarily revolves around understanding budgeting and cost management within their team or department. They need to understand how to manage a budget effectively, making necessary spending decisions while minimizing unnecessary expenses. Managers are often responsible for tracking and reporting on their team’s financial performance, requiring an understanding of basic financial statements and key performance indicators. They might also need to make simple cost-benefit analyses and understand the financial impact of their team’s actions on the broader organization.</p>
Director	<p>As a Director, the need for financial acumen expands to include understanding the financial interdependencies between different teams, departments, or business units. They may be responsible for developing and managing larger budgets, requiring a more in-depth understanding of financial forecasting, strategic planning, and financial analysis. Directors also need to understand how to allocate resources optimally across their area of responsibility and make strategic financial decisions that align with organizational objectives. Their role may involve presenting financial data and strategic recommendations to higher-level executives.</p>
Vice President	<p>A Vice President’s financial acumen involves a strategic understanding of how financial decisions affect the organization as a whole. They are often involved in strategic planning and need to understand financial forecasting, corporate finance, capital structure, and investment strategies. Their decisions can have a significant impact on the organization’s financial health, so they need to understand and manage financial risk. Vice Presidents also need to interpret complex financial reports and use this information to drive strategic decision-making.</p>
C-Suite	<p>At the C-level, executives need a comprehensive understanding of financial acumen that extends beyond the organization to include the financial landscape of their industry, the economy, and global financial markets. Their role involves strategic financial decision-making that can shape the direction of the entire organization. They need to understand advanced financial concepts like mergers and acquisitions, financing strategies, and capital markets. They also need to communicate financial performance and strategy to stakeholders, including the board of directors, investors, and employees. Their decisions must balance short-term financial performance with long-term strategic growth.</p>

Innovation and Creativity

Leaders should encourage new ideas and creative thinking to stay competitive.

Manager	<p>At a managerial level, innovation and creativity are often about problem-solving and process improvement. Managers may be responsible for identifying inefficiencies within their team or department and devising creative solutions to improve performance. This could involve coming up with new ways of doing things, or novel applications of existing tools or strategies. Managers also play an important role in fostering an environment that encourages creativity and innovative thinking among team members, such as by encouraging brainstorming sessions or supporting professional development opportunities.</p>
Director	<p>At the director level, innovation and creativity become increasingly tied to strategic thinking and planning. Directors need to look beyond immediate team or departmental concerns and consider how innovative practices or ideas could benefit the larger organization. They need to balance risk-taking with practical considerations, ensuring that creative solutions are feasible and align with broader organizational goals. Directors also have a responsibility to nurture an innovative culture across their areas of oversight, which might involve implementing structures or systems that facilitate the sharing and implementation of innovative ideas.</p>
Vice President	<p>For a Vice President, innovation and creativity often involve conceptualizing and driving larger, organization-wide initiatives. They may need to think creatively about how to position their organization within a competitive market, or how to leverage new technologies or trends to their advantage. They are responsible for creating an environment that not only encourages innovative thinking, but also provides the resources and support necessary for these ideas to come to fruition. As part of the executive team, they need to champion innovation at a strategic level, and work to ensure that creative ideas are translated into actionable plans.</p>
C-Suite	<p>C-level executives, such as CEOs or CIOs, have a pivotal role in setting the strategic direction for innovation and creativity within the organization. They are responsible for fostering a culture that values and encourages innovative thinking, and for ensuring that structures and systems are in place to facilitate the translation of creative ideas into successful outcomes. This might involve investing in research and development, forming strategic partnerships to foster innovation, or implementing company-wide initiatives to encourage creative problem-solving. At this level, innovation and creativity are not just about individual ideas or projects, but about shaping the overall ethos and future direction of the organization.</p>

Learning Agility

Leaders should have the ability to learn from experiences and apply this learning to new situations.

Manager	<p>As a Manager, demonstrating learning agility could involve proactively seeking out learning opportunities, such as attending workshops or pursuing further qualifications, and then applying this new knowledge to improve team performance or streamline processes. This individual should be able to rapidly grasp new concepts and quickly adapt to changes in the work environment. They need to show an ability to learn from their mistakes, seek feedback to understand how they can improve, and have a willingness to step outside of their comfort zone to tackle unfamiliar tasks or projects.</p>
Director	<p>At the Director level, learning agility is about continually updating one's understanding of the organization and the wider industry, and using this information to inform strategic decision-making. They may need to learn about new technologies or trends, adapt to shifts in the market, or understand new regulatory requirements. In addition to their own learning, they also need to foster a culture of learning within their area of responsibility, encouraging team members to upskill, learn from their experiences, and share their knowledge with others.</p>
Vice President	<p>For a Vice President, learning agility often involves understanding and responding to broader organizational and industry changes. They may need to learn about new business models, anticipate future trends, or understand the implications of geopolitical changes for their organization. Their role may require them to unlearn old ways of thinking and embrace new perspectives. It also involves promoting a culture of learning and adaptation across the organization, ensuring that systems are in place to facilitate continuous learning and encouraging individuals to embrace change and seek out new knowledge.</p>
C-Suite	<p>C-level executives demonstrate learning agility by continuously updating their understanding of the business landscape and adjusting their strategic vision accordingly. They need to learn from successes and failures at an organizational level, adapt their leadership style to meet new challenges, and anticipate future trends and disruptions. At this level, learning agility is also about fostering an organization-wide culture of learning. This might involve investing in learning and development initiatives, creating opportunities for knowledge sharing, or encouraging a growth mindset among all employees. Their ultimate goal is to ensure that the organization as a whole can adapt and thrive in a rapidly changing business environment.</p>

Listening

The ability to actively listen is just as important as speaking.

Manager	<p>For Managers, listening often starts at a more direct level, emphasizing on understanding the needs, concerns, and ideas of individual team members. Managers must display active listening by focusing attentively on the speaker, asking clarifying questions, and providing feedback that shows understanding and empathy. By doing so, managers can build stronger relationships with their team members, encourage open communication, and gain valuable insights that can improve team performance and morale.</p>
Director	<p>At the Director level, the scope of listening expands to include not just the immediate team but also other teams, stakeholders, or departments that fall under their purview. Directors should be adept at listening for broader trends and patterns across different teams, and understanding the larger issues or opportunities that might be influencing team performance or morale. They should also be skilled at facilitating open and constructive dialogue among their teams, encouraging diverse perspectives, and leveraging these insights to inform decisions and strategies.</p>
Vice President	<p>As Vice Presidents, the skill of listening becomes increasingly strategic. VPs should be proficient at listening to multiple stakeholder voices across the organization, understanding complex interdependencies, and deciphering the nuanced implications for strategic decisions. Their listening should extend beyond the spoken word to include understanding the organizational climate, culture, and the undercurrents of change. This level of listening can inform strategic initiatives, cultural interventions, and broader organizational changes.</p>
C-Suite	<p>At the C-Level, listening becomes a strategic tool for understanding the organization’s environment, stakeholders, and the larger industry or societal trends. C-Level executives should be skilled at ‘listening’ to the market, customers, competitors, and societal trends, and integrating these insights into strategic decisions. They should also be adept at fostering a culture of listening within the organization, emphasizing the importance of diverse perspectives, open dialogue, and continuous learning. Their ability to listen and respond effectively can influence the organization’s strategic agility, stakeholder relationships, and reputation.</p>

Motivation

Leaders should understand what motivates their team members and use this knowledge to drive performance.

Manager	<p>At the managerial level, motivation often involves understanding the individual needs and motivators of each team member. Managers are responsible for setting clear goals and expectations, recognizing individual efforts, and providing feedback and rewards that reinforce positive behavior. They might use techniques like regular one-on-one meetings to connect with their team members, understand their career aspirations, and provide coaching and guidance. They may also foster a positive team environment that encourages collaboration, learning, and growth.</p>
Director	<p>As a Director, the focus of motivation shifts towards inspiring larger teams or entire departments. This requires creating a vision that team members can rally around, aligning team objectives with organizational goals, and fostering a culture that values innovation, collaboration, and professional growth. Directors should be adept at communicating this vision and its relevance to the team's work, and at recognizing and rewarding team efforts towards achieving it. They should also be capable of facilitating career development opportunities and promoting a sense of fairness and respect.</p>
Vice President	<p>At the Vice President level, motivating others involves inspiring multiple departments or the entire organization. VPs play a critical role in shaping the organizational culture, defining values that motivate employees, and driving strategic initiatives that align with these values. They should be skilled at communicating the strategic vision, fostering a sense of purpose, and recognizing the collective contributions of teams. They also need to ensure that policies and practices support employee motivation, such as performance management systems, learning and development opportunities, and initiatives that promote diversity, equity, and inclusion.</p>
C-Suite	<p>In C-Level positions, motivation becomes a strategic function that impacts the entire organization and its stakeholders. C-Level executives must inspire and motivate not only their employees but also other stakeholders, such as customers, investors, and the broader community. This involves defining and communicating a compelling organizational vision, embodying the organization's values, and driving strategic initiatives that resonate with stakeholders' values and aspirations. They also need to foster a culture that motivates and engages employees, promotes innovation and excellence, and contributes to a positive societal impact. Their actions and decisions can significantly influence the organization's reputation, stakeholder relationships, and overall performance.</p>

Negotiation

This involves both conflict resolution skills and the ability to create win-win situations.

Manager	<p>A Manager’s negotiation skills might primarily be focused on resolving conflicts within their team, negotiating workload distribution, or discussing project specifics with other team leads. Their ability to negotiate successfully can significantly impact team productivity and morale. They need to be adept at understanding different perspectives, finding common ground, and creating win-win situations. This requires good communication skills, an ability to understand and balance different needs, and a willingness to compromise when necessary.</p>
Director	<p>At the Director level, negotiation skills often extend beyond the immediate team to encompass other departments and potentially external partners. Directors may be involved in negotiations concerning departmental resources, budget allocations, strategic partnerships, or project scopes. This requires them to understand broader organizational objectives, think strategically about the long-term implications of different outcomes, and effectively advocate for their department’s needs while still considering the overall best interest of the organization.</p>
Vice President	<p>As a Vice President, negotiation skills are typically used on a larger scale and with higher stakes. This could involve negotiating major contracts with external partners, settling disputes between departments, or influencing strategic decisions at the organizational level. Vice Presidents need to be adept at balancing various interests, understanding the long-term strategic implications of different outcomes, and finding solutions that support the organization’s overall goals. They may also need to negotiate and build consensus among other executives or board members.</p>
C-Suite	<p>C-level executives use negotiation skills in a range of high-level, high-stakes contexts. This might involve negotiating major deals or partnerships, handling disputes with major stakeholders, or influencing industry standards or regulations. At this level, negotiation requires a deep understanding of the business and its environment, strong strategic thinking skills, and an ability to find mutually beneficial solutions under complex and potentially high-pressure circumstances. C-level executives also need to negotiate and build consensus within the leadership team, helping to align diverse views and interests with the organization’s strategic direction.</p>

Operational Execution

Leaders must understand the mechanics of their organizations to ensure operational efficiency and effectiveness.

Manager	<p>In a managerial position, operational execution is largely focused on ensuring the efficiency and productivity of a specific team or department. Managers are responsible for organizing and assigning tasks, monitoring progress, managing resources, and troubleshooting issues as they arise. Effective operational execution at this level also involves ensuring that the team's work aligns with broader organizational objectives and standards. This often requires a hands-on approach, direct involvement in daily operations, and an ability to handle multiple tasks simultaneously.</p>
Director	<p>Directors oversee operational execution across multiple teams or departments. Their responsibilities extend to strategic planning, ensuring that operations align with the organization's broader goals, and managing interdepartmental dependencies and communication. Directors must also be effective in managing resources and budgets at a larger scale. They need a comprehensive understanding of various operational aspects within their area of control, and the capability to foresee and manage potential operational risks and challenges. Their operational execution leans more toward strategic alignment and operational risk management than hands-on involvement.</p>
Vice President	<p>At the Vice President level, operational execution takes on a more strategic and holistic perspective. Vice Presidents are often responsible for aligning operational goals with the organization's strategic objectives, overseeing large-scale operations, and making critical decisions that can significantly impact the organization's functioning. They work closely with other top executives to ensure that different parts of the organization are working synergistically, that operational risks are managed effectively, and that resources are used efficiently.</p>
C-Suite	<p>For C-level executives, operational execution involves setting the strategic direction for the organization's operations, making high-level decisions about resource allocation and operational priorities, and ensuring that the organization's operations align with its mission, vision, and strategic objectives. They are also responsible for identifying and navigating strategic risks and opportunities related to the organization's operations. Their focus is more on overall operational strategy, organizational structure, and operational excellence at the macro level, ensuring that the organization as a whole operates efficiently, effectively, and in line with its strategic goals.</p>

Performance Management

The ability to evaluate performance effectively and fairly, and create plans for improvement, is crucial for leaders.

Manager	<p>In a managerial role, performance management revolves primarily around individual and team performance. A manager is typically responsible for setting goals, providing feedback, monitoring employee performance, and initiating corrective action when necessary. The manager plays a key role in motivating and guiding their team members to meet performance standards, identifying areas for improvement, and offering the necessary support to help employees enhance their performance. The goal at this level is to ensure the efficiency and effectiveness of a specific team or department.</p>
Director	<p>As a Director, performance management becomes more comprehensive and strategic. The Director is often responsible for setting performance expectations for entire departments or teams, coordinating with other departments to align their performance objectives with the broader organizational goals, and measuring and analyzing performance data to identify trends and areas for improvement. Directors need to be able to address underperformance at a departmental level, and may need to make tough decisions about resource allocation and restructuring to achieve performance objectives. Their role involves more planning and strategic thinking, as they consider the performance of entire units within the organization.</p>
Vice President	<p>At the Vice President level, performance management takes on an even broader perspective. They are responsible for ensuring that the performance of entire divisions or sectors align with the overall strategic goals of the organization. This involves setting high-level performance objectives, implementing performance management systems, assessing the effectiveness of these systems, and making necessary changes. Vice Presidents often have a hand in crafting performance policies and frameworks that affect the entire organization. Their view is long-term and strategic, with an emphasis on ensuring the organization's sustained success.</p>
C-Suite	<p>C-level executives are responsible for the performance of the entire organization. They are typically involved in defining the organization's strategic goals, setting performance standards that align with these goals, and overseeing the implementation and success of high-level performance strategies. They also oversee the organization's performance culture, fostering an environment that encourages high performance and continuous improvement. They must be able to analyze complex performance data, identify trends and strategic opportunities, and make decisions that enhance the organization's overall performance. Their role is highly strategic, with a focus on ensuring the long-term performance and competitiveness of the organization.</p>

Problem Solving

The ability to identify, analyze, and effectively solve problems is crucial.

Manager	<p>At the managerial level, problem-solving skills are often applied to tactical and operational issues within a team or a specific work process. Managers may have to deal with a variety of problems, from inter-team conflicts to productivity issues, and they are responsible for identifying these problems, analyzing their causes, and implementing appropriate solutions. Managers are expected to have a hands-on approach to problem-solving, often working closely with their team members to understand and address issues as they arise. Their problem-solving skills also include an ability to balance the need for immediate solutions with the long-term impacts of their decisions.</p>
Director	<p>In the role of a Director, problem-solving becomes more strategic and often involves broader organizational issues. Directors need to tackle departmental or cross-departmental problems that may be more complex and multifaceted. Their problem-solving approach may involve a more systemic perspective, identifying how different parts of the organization interact and contribute to the issue at hand. The Director's role often involves collaborating with other departmental leaders, leveraging their expertise and perspectives to find innovative solutions. Problem-solving at this level also requires a high level of foresight and strategic planning, ensuring that solutions align with the organization's strategic objectives and facilitate long-term success.</p>
Vice President	<p>As a Vice President, problem-solving is about seeing the big picture and addressing high-level strategic challenges that affect the entire organization or large parts of it. They are tasked with addressing complex, systemic problems that require a deep understanding of the organization's strategy, structure, and market position. This might involve resolving conflicts between departments, optimizing organizational structures, or developing strategies to overcome market challenges. Vice Presidents need to think strategically, understand the broader business context, and take a proactive approach to problem-solving, identifying potential issues before they become actual problems.</p>
C-Suite	<p>At the C-level, problem-solving often involves tackling complex strategic challenges that can impact the organization's survival and long-term success. C-level executives are faced with problems such as responding to shifts in the industry, managing corporate reputation, or navigating financial crises. Their problem-solving requires a deep understanding of the business landscape, a strategic mindset, and an ability to make high-stakes decisions under pressure. They need to collaborate with other top executives, boards, and stakeholders, and their solutions must not only address the immediate problem but also position the organization for sustained success. Their problem-solving role extends beyond the organization's internal operations, dealing with industry-wide, national, and even global issues.</p>

Project Management

Understanding how to plan, organize, and manage resources to successfully complete specific project goals and objectives.

Manager	<p>As a Manager, project management typically involves overseeing specific projects within their team or department. They are responsible for defining project goals, setting timelines, assigning tasks, and monitoring progress. They work closely with their team members, guiding and supporting them to achieve the project objectives. Managers also manage resources efficiently and control project costs within their area of responsibility. They are often directly involved in the execution of the project, dealing with any issues or risks that may arise and making adjustments to keep the project on track. Their role in project management is hands-on and operational.</p>
Director	<p>At the Director level, project management becomes more strategic and often involves overseeing multiple interrelated projects or a program of projects that span across different departments or functions. Directors are responsible for aligning these projects with organizational objectives and ensuring they deliver value. They collaborate with different managers and stakeholders to plan and execute these projects. Their role in project management involves a higher degree of complexity, as they have to coordinate various teams, manage interdependencies between projects, and deal with more significant risks. Directors also monitor the performance of the projects or program as a whole, ensuring that they are delivering the expected outcomes and benefits.</p>
Vice President	<p>The Vice President's role in project management is about providing strategic direction and oversight for the organization's entire project portfolio. They establish project management standards, methodologies, and practices that are used across the organization. Vice Presidents ensure that the organization's projects are aligned with its strategic objectives, prioritized effectively, and managed efficiently. They collaborate with directors and managers to resolve any strategic or high-level issues that may impact multiple projects. They also monitor the performance of the organization's project portfolio, ensuring that it is delivering strategic value and return on investment.</p>
C-Suite	<p>At the C-level, project management is part of the strategic decision-making process. C-level executives are responsible for defining the organization's strategic objectives and ensuring that its projects and programs are aligned with these objectives. They make high-level decisions about the organization's project portfolio, such as deciding which strategic initiatives to invest in or how to allocate resources across different projects. They also provide oversight for the organization's project management capabilities, ensuring that it has the structures, processes, and skills needed to manage its projects effectively. C-level executives also play a key role in managing stakeholders and risks at the organizational level, ensuring that the organization's projects are aligned with its stakeholder's expectations and strategic risks are managed effectively.</p>

Resilience

Leaders need to cope with stress, bounce back from failure, and encourage others to do the same.

Manager	<p>In the managerial role, resilience is often about demonstrating personal perseverance and maintaining a positive attitude in the face of difficulties. Managers, who are directly involved in the day-to-day operations, are frequently faced with challenges that can range from technical issues to personnel problems. They need to show an ability to recover quickly from setbacks, adapt to change, and keep going in the face of adversity. Their resilience not only helps them navigate their own difficulties, but also sets an example for their team, showing that they can handle pressure, stay focused on their goals, and not be derailed by temporary obstacles.</p>
Director	<p>As a Director, resilience evolves to involve weathering larger, more strategic storms that can affect entire departments or the organization itself. This may involve significant changes in the market, restructuring, or navigating a crisis. Directors need to remain steadfast and positive, providing stability and assurance to the managers and teams under their guidance. Their resilience is critical in maintaining morale and ensuring the continuity of operations during tough times. They also need to have the ability to bounce back from strategic missteps, learning from these experiences to improve future decision-making and strategy formulation.</p>
Vice President	<p>At the Vice President level, resilience is about leading the organization through significant changes and disruptions, such as major strategic shifts, organizational restructuring, or industry-wide crises. They are responsible for ensuring the resilience of their entire business area. They have to stay focused on the long-term strategic goals of the organization, even when dealing with short-term crises or setbacks. Vice Presidents need to inspire resilience in others, helping the organization's employees and teams adapt to change, recover from setbacks, and stay focused on their goals. They also need to be resilient themselves, demonstrating an ability to learn from their experiences and continuously adapt their strategies and approaches.</p>
C-Suite	<p>At the C-level, resilience is an integral part of the strategic leadership of the entire organization. It involves ensuring the organization's ability to withstand and recover from strategic challenges and crises, such as major market shifts, financial crises, or significant operational failures. C-level executives need to demonstrate resilience in their decision-making and strategic planning, showing an ability to learn from setbacks, adapt their strategies, and keep moving forward. They also play a critical role in building an organizational culture of resilience, encouraging learning, adaptation, and perseverance across the organization. In addition, C-level executives need to be resilient themselves, showing an ability to withstand pressure, recover from personal setbacks, and maintain their effectiveness in the face of adversity.</p>

Resourcefulness

The ability to find quick and clever ways to overcome difficulties.

Manager	<p>In the role of a Manager, resourcefulness is primarily manifested in the ability to make the most of limited resources and solve immediate problems with creativity. They must be adept at thinking on their feet and improvising solutions. Their resourcefulness can involve everything from finding a quick fix for a technical issue, to coming up with a creative way to keep the team motivated. Their ability to leverage existing resources—people, technology, and budget—to overcome obstacles and get the job done sets the tone for the team and helps establish a culture of innovation and ingenuity.</p>
Director	<p>When an individual steps into a Director role, their resourcefulness extends to managing resources across a wider purview, strategizing about how to best utilize the team, budget, and assets under their control to meet departmental objectives. Directors are faced with the task of being resourceful on a larger scale, which involves everything from workforce planning, to budgeting, to implementing new technologies or systems. They must think creatively about how to maximize the impact of their resources and find efficient ways to achieve their goals. Their resourcefulness may also involve finding new ways to collaborate with other departments or leveraging external partnerships to support their objectives.</p>
Vice President	<p>As a Vice President, resourcefulness becomes more about strategic and innovative thinking. They need to identify opportunities, anticipate future challenges, and devise effective strategies with the resources available to them. This might involve identifying opportunities for synergies across the organization, finding new revenue streams, or leveraging external partnerships to achieve the organization’s strategic objectives. Their resourcefulness is also critical in crisis management, where they need to make difficult decisions about resource allocation and come up with innovative solutions to navigate the organization through the crisis.</p>
C-Suite	<p>At the C-level, resourcefulness involves the capacity to influence and orchestrate the allocation of resources on an organizational scale. It’s about making strategic decisions on where to invest the company’s resources to drive growth, competitiveness, and value creation. They must be visionary in imagining new ways the company can leverage its resources, assets, and partnerships to innovate and succeed in a complex, ever-changing market. Their resourcefulness may also come into play in dealing with major crises or disruptions, where they need to quickly reassess and reallocate resources to ensure the organization’s survival and long-term success. At this level, resourcefulness also involves fostering a culture of creativity and innovation, encouraging everyone in the organization to think resourcefully about their roles and contributions.</p>

Risk Management

Leaders should identify and effectively manage risks to the organization.

Manager	<p>As a Manager, risk management involves understanding the potential risks that could impact the team's operations and work output. This means conducting risk assessments for their projects and implementing mitigation strategies. Managers should instill a risk-aware culture within their team, teaching them to identify potential risks and encouraging them to communicate these as they arise. Their decisions often involve weighing risk versus reward on a tactical level, ensuring that the team can meet its objectives without unnecessary exposure to risk.</p>
Director	<p>In the role of Director, risk management becomes more strategic. Their understanding of risk needs to include not just their department, but how their department's risks can impact the broader organization. This often involves scenario planning and risk mitigation strategies that are designed to minimize the impact of potential risks on their department's objectives and the organization at large. They may also need to coordinate with other departments to identify and manage interdepartmental risks. In addition, they will need to make decisions about resource allocation and strategic direction based on a thorough understanding of potential risks and rewards.</p>
Vice President	<p>At the Vice President level, risk management involves a broader view of risks across the entire organization. This means identifying and analyzing strategic risks that could affect the organization's long-term goals and overall health. This might involve risks associated with entering new markets, launching new products, or regulatory changes. Vice Presidents need to ensure that there are effective risk management systems and processes in place throughout their area of responsibility and need to communicate effectively about risk at the executive level. Their decision-making must reflect a careful balance between risk and opportunity.</p>
C-Suite	<p>At the C-level, risk management becomes a critical part of strategic planning and decision making for the entire organization. This includes understanding and preparing for external risks such as market fluctuations, geopolitical events, and regulatory changes, as well as internal risks such as operational, financial, and reputational risks. C-level executives need to foster a culture of risk-awareness across the organization, ensuring that risk management is integrated into the decision-making process at all levels. They are also responsible for communicating about risk with stakeholders, including shareholders and the board of directors. Their leadership in risk management can significantly affect the organization's resilience, reputation, and long-term success.</p>

Self-awareness

Leaders who are aware of their own strengths and weaknesses are better equipped to develop themselves and lead others.

Manager	<p>As a Manager, self-awareness is crucial for understanding how one’s behavior, emotions, and decision-making processes impact the individuals they directly oversee. It involves acknowledging strengths and weaknesses, and understanding how their mood and emotions can affect the team’s morale and productivity. This level of self-awareness helps in creating an open and trusting environment, as the manager can openly communicate about their strengths and areas for improvement, which encourages others to do the same. A manager with high self-awareness will seek feedback to understand the impact of their actions and will continuously strive for improvement.</p>
Director	<p>In the role of a Director, self-awareness extends beyond the individual’s immediate team and expands to the entire department. It’s about understanding not only how their behavior affects their direct reports but also how it shapes the department’s culture and contributes to its success. A self-aware Director understands their impact on departmental dynamics and can navigate the nuances of differing personalities and working styles to foster a positive and productive environment. They also have a heightened understanding of their strategic strengths and weaknesses, using this knowledge to delegate effectively and set appropriate goals.</p>
Vice President	<p>At the Vice President, self-awareness becomes increasingly strategic. It involves understanding how their leadership style and decisions impact the entire organization. They’re aware of the bigger picture and how their role fits into it, including how their actions can set the tone for the organization’s culture. A self-aware Vice President understands their impact on executive dynamics and organizational outcomes, as well as how their public demeanor can shape external perceptions of the company. Their self-awareness leads to thoughtful decision-making, strategic positioning, and nuanced relationship management, all crucial for the wider organizational success.</p>
C-Suite	<p>In a C-level position, self-awareness reaches its most critical point. It involves a deep understanding of how one’s leadership style and strategic decisions affect the entire business, its employees, stakeholders, and the market perception. It’s about acknowledging the magnitude of their decisions and being aware of the ripple effects they can cause. C-level executives with high self-awareness understand their strengths and limitations in the context of the organization’s needs, and they strategically use their influence to drive the organization’s success. Their self-awareness informs the organizational culture, strategic direction, and public image of the company. They are continuously learning, growing, and adapting to meet the evolving needs of the organization and its stakeholders.</p>

Strategic Thinking

Leaders need to be able to understand the big picture and develop effective strategies for reaching their organization’s goals.

Manager	<p>At a managerial level, strategic thinking often involves a keen focus on the optimization of resources and processes within the purview of their team. It’s about looking beyond day-to-day tasks and considering how to increase efficiency, improve performance, and align the team’s goals with broader business objectives. Managers use strategic thinking to develop operational plans, set short-term goals, identify potential challenges and devise solutions. They may also provide input on departmental strategy based on their deep understanding of on-the-ground realities and team capabilities.</p>
Director	<p>As a Director, strategic thinking evolves to encompass an entire department or division. Directors need to translate the organization’s strategy into actionable plans for their department, considering how to best utilize resources, talent, and technology. Their strategic perspective includes a balance of short-term tactics and long-term strategy, and they must anticipate future trends and potential obstacles. They have a key role in aligning the department’s efforts with the overall business strategy and adapting quickly to changes in organizational goals or market conditions.</p>
Vice President	<p>In the role of Vice President, strategic thinking becomes organization-wide. VPs are expected to devise strategies that encompass diverse departments and functions, and align these strategies with the organization’s overarching goals and vision. They must anticipate and analyze industry trends, market shifts, and competitive movements, and determine how the organization should respond to maintain its competitive edge. Their decisions have a broad impact, and thus, they must consider a multitude of factors and potential implications. This level of strategic thinking is less about responding to the present and more about shaping the future direction of the organization.</p>
C-Suite	<p>At the C-level, strategic thinking is at its most complex and critical. C-level executives are responsible for setting the strategic direction of the entire organization, considering all its complexities, from financial implications to market positioning and from employee engagement to shareholder interests. Strategic thinking at this level involves a deep understanding of the organization’s ecosystem, including industry trends, global economic factors, and technological advancements. C-level executives use strategic thinking to navigate risks, seize opportunities, and chart the future of the organization. They’re responsible for crafting and communicating a compelling vision, and for rallying the organization around it. Their strategic decisions shape not just the organization, but often, the industry or sector as a whole.</p>

Talent Management

This involves recruiting, developing, and retaining talented employees.

Manager	<p>At the managerial level, talent management primarily focuses on developing and managing the individuals within the manager’s immediate team. Managers play a crucial role in identifying the strengths, skills, and developmental areas of each team member. They provide coaching and guidance, foster a positive working environment, and drive performance through constructive feedback and recognition. They are also responsible for facilitating team collaboration and managing any conflicts that arise. Furthermore, they often have a direct role in hiring decisions for their team, and play an essential role in onboarding and integrating new team members.</p>
Director	<p>As a Director, the scope of talent management expands to an entire department or division. This includes broader talent planning, such as succession planning, workforce planning, and leadership development. Directors are expected to identify high-potential individuals and ensure they’re given opportunities for growth and advancement. They need to work closely with HR to implement effective talent management strategies that align with the department’s goals and the overall business strategy. This might involve advocating for training programs, shaping the department’s culture, and driving employee engagement and retention initiatives.</p>
Vice President	<p>In the role of Vice President, talent management becomes a strategic function that impacts the entire organization. VPs are responsible for ensuring the organization has the right people in the right roles at the right time. They must anticipate future talent needs in relation to strategic objectives and work with other leaders and HR to implement organization-wide talent management initiatives. This includes developing strategies for talent acquisition, retention, and succession planning, and fostering a culture that attracts and nurtures top talent. They also play a critical role in leadership development, coaching future leaders and ensuring they are prepared to take on key roles.</p>
C-Suite	<p>At the C-level, talent management is about creating a vision and strategy that ensures the organization’s talent capabilities are a source of competitive advantage. C-level executives are responsible for shaping the culture of the organization, setting the tone for leadership, and fostering an environment that attracts, retains, and develops top talent. They work closely with HR to design and implement strategic talent management initiatives that align with the organization’s strategic goals and promote its values. At this level, talent management also extends beyond the organization’s borders - C-level executives often play a role in shaping the perception of the organization in the job market and in the industry, and they may be involved in strategic decisions about employer branding, partnerships, acquisitions, and other issues that can impact the organization’s talent pool.</p>

Team Building

Leaders need to be able to build cohesive, effective teams.

Manager	<p>As a Manager, team building begins with fostering trust, communication, and collaboration within the immediate team. Managers play a pivotal role in setting team objectives, clarifying roles and responsibilities, and establishing a sense of camaraderie. Managers must demonstrate the ability to motivate individuals, mediate conflicts, and cultivate an environment where each team member feels valued and heard. They need to encourage and facilitate collaboration and teamwork, ensuring that team activities are inclusive and that the strengths of each individual are effectively utilized.</p>
Director	<p>When moving into a Director position, the focus of team building expands to coordinating multiple teams or a larger department. Directors are responsible for promoting a shared vision and fostering an atmosphere of mutual trust and respect across teams. They must develop strategies to align diverse teams towards common goals and manage interdependencies. Directors need to ensure effective cross-team communication and collaboration, mediate inter-team conflicts, and celebrate collective successes. They also have the opportunity to shape the culture of the department, instilling values of teamwork and collaboration that transcend individual teams.</p>
Vice President	<p>As a Vice President, team building involves nurturing a culture of collaboration and synergy across the entire organization. This includes ensuring clear communication of strategic objectives, fostering cross-departmental collaboration, and breaking down silos. VPs need to set the tone for how teams within the organization interact and work together, promoting a culture of mutual respect, transparency, and shared purpose. They are also instrumental in managing change and guiding the organization through transitions, which requires maintaining team cohesion and morale during potentially challenging times.</p>
C-Suite	<p>In a C-level position, team building extends to shaping the entire organizational culture and climate. C-level executives need to foster a sense of unity and shared purpose across the entire organization, aligning all departments and teams with the overall mission and strategic objectives of the company. They set the tone for organizational values, communication, and collaboration. Team building at this level also extends beyond the organization's boundaries, involving building relationships with stakeholders, partners, and customers. C-level executives play a significant role in creating an environment that encourages innovation, cooperation, and a sense of belonging, influencing not just the performance of teams but the overall health and success of the organization.</p>

Time Management

Prioritizing tasks and ensuring that they are completed in a timely manner is crucial.

Manager	<p>As a Manager, efficient time management is a vital skill. They must effectively organize and prioritize their own work and that of their team members, balancing the demands of daily operations with longer-term project deadlines. They often juggle multiple tasks and projects, setting realistic goals, and ensuring the optimal utilization of time and resources. Managers also play a crucial role in delegating tasks, setting schedules, and maintaining productivity within their team. Their ability to manage time directly impacts their team's ability to meet deadlines and deliver quality output.</p>
Director	<p>In the Director role, time management involves coordinating activities and deadlines across multiple teams or a larger department. They need to oversee project timelines, resource allocation, and the synchronization of various team tasks to achieve departmental goals. Directors must also set aside time for strategic planning, assessing risks, and addressing emerging issues. Their role often requires them to balance immediate operational needs with long-term strategic objectives, making prioritization a key aspect of their time management skills.</p>
Vice President	<p>As a Vice President, the emphasis of time management shifts towards organizational planning and strategy. They must allocate time for developing and reviewing strategic initiatives, meeting with other executives, and making critical business decisions. VPs also need to ensure effective communication and coordination across departments, maintaining alignment with the organization's overarching goals. Time management at this level also involves anticipating future needs, considering market trends, and setting the direction for the organization.</p>
C-Suite	<p>At the C-level, time management becomes a strategic tool for shaping the organization's direction and future. C-level executives must prioritize activities that align with the organization's strategic goals and have the highest impact. This includes time for strategic planning, stakeholder management, and decision-making on critical issues. C-level executives also need to allocate time to nurture relationships with important external stakeholders, such as investors, partners, and clients. Their time management decisions significantly influence the company's direction, culture, and overall success.</p>

Vision and Strategy

A leader needs the ability to create and clearly communicate a compelling vision for the organization, and to develop and implement strategies to achieve this vision.

Manager	<p>Managers' involvement in vision and strategy is typically related to translating those broad goals into specific actions for their team. They should understand the organization's strategic objectives and use this understanding to guide their team's activities. Their role involves interpreting the strategy set at higher levels of the organization and implementing it in a way that's meaningful to their team's daily work. Managers help their team members see how their tasks align with and contribute to the broader organizational vision and strategy.</p>
Director	<p>At the director level, individuals contribute to shaping strategy within their sphere of influence, typically a specific department or function. Directors translate the overall corporate strategy into department-specific strategic objectives. They articulate a clear vision for their department that aligns with the organization's overarching vision. They also work collaboratively with other departments to ensure cross-functional alignment of strategic goals. Their role involves strategic planning and thinking, often requiring them to forecast future trends and shape their department's direction accordingly.</p>
Vice President	<p>Vice Presidents are key strategic leaders within the organization. They have a significant role in shaping and driving the company's vision and strategy, often responsible for an entire business unit or geographical area. They need to formulate strategy that aligns with the overall corporate vision, considering market trends, competitive landscape, and organizational capabilities. Their strategic decisions have significant implications on the organization's performance, growth, and direction. Vice Presidents also communicate the vision and strategy to lower levels of the organization, ensuring alignment and coherence.</p>
C-Suite	<p>At the C-level, executives are the primary architects of the organization's vision and strategy. They create, communicate, and implement the organization's vision, mission, and overall direction. They scan the external environment to identify opportunities and threats and make strategic decisions that shape the future of the organization. The C-level is where major strategic shifts are decided, such as entering new markets, investing in significant technology upgrades, or initiating corporate restructuring. They also communicate the vision and strategy to internal and external stakeholders, inspiring and leading the organization towards its strategic goals.</p>

Next Steps

This Leadership Development Competency Framework has provided a detailed exploration of key skills and competencies vital for developing leaders across all hierarchical levels of an organization. While it offers a comprehensive framework, it is by no means exhaustive. Therefore, it is crucial for organizations to identify additional competencies that are specifically pertinent to their unique context, mission, and strategic direction.

Creating a hierarchy of proficiency progressions for these organization-specific competencies, similar to the one laid out in this white paper, will ensure each leadership level has clear and realistic expectations, providing a tangible roadmap for leadership growth.

To gauge how leaders at all levels fare in meeting all expectations, implementing continuous 360-degree feedback is vital. This approach facilitates a holistic understanding of each leader's strengths and areas of improvement, identifying any existing skills gaps.

Once these gaps have been identified, it's important to work directly with leaders to establish specific, measurable, achievable, relevant, and time-bound (SMART) goals aimed at addressing these gaps. The organization must commit to providing the necessary resources - such as mentoring,

coaching, and training opportunities - to enable leaders to achieve these goals and improve in areas where they need it the most.

Continuous development of proficiency across all leadership competencies is essential to ensure leaders are prepared for advancement within the organization. This requires an ongoing commitment to learning and development, coupled with an environment that encourages feedback, innovation, and growth.

However, the task does not end here. It is equally important to regularly re-evaluate the set of organization-specific leadership development skills and competencies. As the organization evolves, so too will the demands placed upon its leaders. By proactively updating these competencies, leaders can stay prepared for future challenges, ensuring their skills remain relevant in a changing business landscape.

In conclusion, an effective leadership development strategy is dynamic and comprehensive. It accounts not only for the skills leaders need today, but also anticipates the skills they'll need tomorrow. It is a journey of continuous learning, growth, and adaptation that ultimately strengthens the entire organization.



About Teamatics

Teamatics modernizes how organizations approach performance reviews and career development. With Teamatics your people identify their individual growth opportunities, set development goals, access learning management resources, and follow existing or new career paths, so they continue to grow within your organization.

Teamatics gives you an innovative, employee-centric platform. With our industry-leading capabilities, you can now access embedded AI tools to upgrade your performance review process and career development efforts. Connected seamlessly with your HRIS and learning management systems, we close the loop on employee development.

Performance Management

Revitalize your review process with our innovative solution for continuous feedback and AI-drafted performance reviews. Teamatics promotes an ongoing dialogue between managers and team members, fostering a culture of continuous improvement.

Career Management

Empower your people's career growth with our comprehensive career planning and development solution. Teamatics facilitates clear mapping of job progressions and career paths, aligning employees' aspirations with your organization's needs.

Skills Management

Uncover and address the hidden skills gaps in your organization with our advanced skills gap identification solution. Teamatics offers an in-depth skills assessment, incorporating 360° feedback, allowing you to pinpoint where upskilling is needed most.

Management Portal

Support managers in the performance review process and in the career growth of their teams. Teamatics facilitates development-related conversations between managers and team members. Unify workflows, making it easy to reference conversation notes and enrich ongoing performance reviews.