



Strategic Leadership Competencies



PerceptionInsights

- Builds collaborative relationships to support team performance
- Manages & adjusts for external activities that could affect the work and success of the team
- Takes political and organizational realities into account when dealing with issues
- Identifies key issues and accommodates key stakeholders when partnering on joint projects
- Takes an inclusive approach when working with diverse stakeholders.

Building alliances

Engaging stakeholders, negotiating agreements, understanding power & politics

A hand with red nail polish and a ring is placing a pink sticky note on a calendar grid. The calendar grid shows days of the week (KL, MNO, POR, ST, UVA, YZ, AA) and months (AUG, SEP, OCT, NOV, DEC, JAN, FEB, MAR, APR, MAY, JUN, JUL).

Vision & Goal Setting

Developing vision, setting team & individual goals & targets, creating performance management systems, ensuring delivery

- Develops a vision for the team and translates it into action
- Involves the team in the creation of the vision and plan
- Communicates corporate goals and objectives & translates for the team
- Aligns team tasks and objectives with corporate goals and objectives
- Establishes clear targets and measures to track progress toward team objectives
- Shares organizational performance measurement information and encourages dialogue and analysis

- Develops approaches to help team to react to change positively
- Actively embraces change efforts and initiatives to improve team performance
- Works with others to identify creative ideas to manage change
- Builds support, removes organizational barriers and get the necessary resources to implement change
- Creates employee buy in to achieve sustained change



Creating & managing change

Setting direction & urgency, building coalitions of support, managing resistance to change, executing change actions



Solving problems creatively

Fostering critical reflection, creative problem solving, problem analysis, risk assessment, innovation skills for self & others

- Uses innovative methods and technologies to get things done
- Reframes or restructures problems in a different way, when necessary, to solve them
- Is willing to try radically different ways of solving a problem even if it has never been done before
- Uses collaborative approaches to increase creativity and innovation
- Adopts & models critical reflection & lesson learning behaviors

- Builds consensus and seeks cooperation of others when working across teams
- Creates mutually beneficial outcomes & works for win-win
- Recognizes and manages difficult relationships by stressing the importance of valuing diverse viewpoints
- Manages conflict by focusing on participants underlying interests rather than their stated positions
- Deals with issues rather than personalities and does not make things personal



Negotiating & managing conflict

Build consensus, identify mutually beneficial solutions, mediate disagreements, effective intervention



Designing strategy & structure

Environmental analysis, stakeholder enquiry, organizational design, resource allocation, option appraisal

- Takes constraints and opportunities into account when setting goals and making plans for the team
- Organizes people and resources in the unit to make the structure compatible with the team's strategic plan
- Ensures that the team's goals, structure, strategy and work methods all fit well together (are compatible with each other)
- Views business processes through a Lean lens
- Evaluates options & monitors for effectiveness

- Looks for opportunities for delegation team whenever appropriate
- Empowers employees to take risks, supports them when things go wrong and encourages them to learn from setbacks and failures
- Gives team authority and resources to get the job done when assigning tasks
- Holds team members responsible for the successful completion of tasks assigned
- Coaches employees to achieve their goals
- Has an awareness of individual differences when working with others



Promoting Empowerment

Effective delegation, information sharing, communication, team engagement, inclusive approaches



Executive Presence

Influences others, creates impact, displays credibility & confidence, demonstrates understanding & perspective

- Gets ideas heard and uses good judgement to achieve appropriate impact at senior level
- Builds credibility by using expertise in an honest and consistent manner
- Uses body language and visual image to convey confidence, engagement and composure
- Thinks before speaking and states own perspective confidently, even in the face of challenge by others who hold power or influence
- Communicates effectively, using clear language and level of detail appropriate to the audience.



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