JMU Training and Development Competencies

Leadership - workshops are designed for individuals that would like to increase awareness and understanding of leadership best practices. Leadership includes influence, vision, direction, action and leading ethically.

1. Leads by example
   a. Fundamental
      i. Actions match words
      ii. Builds trust by keeping word, commitments, and promises
      iii. Admits mistakes
   b. Intermediate
      i. Acts with integrity
      ii. Acts ethically
      iii. Does not assign duties that they would not be willing to do
   c. Advanced
      i. Is credible and trusted
      ii. Acknowledges and rewards those who demonstrate integrity in the face of adversity

2. Shows ability to plan, coordinate, and execute tasks efficiently
   a. Fundamental
      i. Sets goals and develops plans to reach goals
      ii. Shows flexibility and openness to new procedures and methods
   b. Intermediate
      i. Gains support of others to accomplish work
      ii. Adapts processes and strategies in response to changes
   c. Advanced
      i. Defines customized processes to accomplish strategic outcomes
      ii. Does not second guess or procrastinate in carrying out plans

3. Shows ability to delegate responsibility in an efficient and fair manner
   a. Fundamental
      i. Leads by example and demonstrates professionalism
      ii. Holds self and others accountable for delegated items
   b. Intermediate
      i. Assesses impact of decision on others
      ii. Delegates work and authority appropriately
   c. Advanced
      i. Provides direction and support to team members and assigns challenging work
      ii. Improves effectiveness of work processes by developing the skills of others
4. **Leads collaborative efforts**
   a. **Fundamental**
      i. Understands and uses knowledge of organizational politics and culture to meet organizational objectives
      ii. Shows interest in goals and inspires others to work hard and enjoy what they are doing
   b. **Intermediate**
      i. Draws out group and helps to address conflicts and differences
      ii. Insures that all parties are heard
      iii. Has and shares vision as to where group needs to go and where improvements need to be made
   c. **Advanced**
      i. Facilitates discussion and resolution of issues; knows and recommends strategies to deal with sensitive or difficult situations when appropriate
      ii. Supports and facilitates cooperation between individuals, groups, departments, units, organizational and stakeholders

5. **Effectively resolves conflict**
   a. **Fundamental**
      i. Maintains focus on issues and results during times of conflict
      ii. Works to identify and remove barriers to agreement
      iii. Keeps an open mind and is willing to alter opinions based on new information and different perspectives
   b. **Intermediate**
      i. Effectively manages differences and resolves conflicts by confronting problems openly and constructively
      ii. Identifies who is in conflict, the reason for the conflict, and demonstrates awareness of the overall relationship between those in conflict
      iii. Chooses appropriate approaches to resolve conflict and focuses communication on situations, not people
   c. **Advanced**
      i. Knows how to handle conflict situations and keep the situation from escalating
      ii. Negotiates agreements that are acceptable to involved parties
      iii. Helps people solve problems for themselves

6. **Shows commitment to learning**
   a. **Fundamental**
      i. Demonstrates a desire and willingness to excel, to improve and be proficient
      ii. Continuously learns and develops
   b. **Intermediate**
      i. Keeps current professionally and continually strives to improve ability to apply new knowledge
      ii. Develops self and others
      iii. Supports a culture of learning
   c. **Advanced**
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i. Actively seeks learning opportunities
ii. Creates a culture of continuous learning, information sharing and professional development

7. Rewards positive behavior instead of punishing negative behavior
   a. Fundamental
      i. Supports team and individual efforts
      ii. Supports effort and innovative solutions
   b. Intermediate
      i. Recognizes individual and team efforts and innovative solutions
      ii. Provides guidance
      iii. Communicates high standards and expects ethical behavior
   c. Advanced
      i. Creates a culture that rewards positive results
      ii. Creates a culture that rewards teamwork and cooperation
      iii. Turns negative behavior into teachable moments

8. Provides vision for those being led
   a. Fundamental
      i. Sets direction for the future as well as the present
      ii. Communicates a clear vision with goals and objectives
   b. Intermediate
      i. Effectively communicates vision up and down the organization to gain buy-in
      ii. Shows interest and enthusiasm for group/team/department/organization goals
   c. Advanced
      i. Provides vision and direction by managing change, developing, coordinating and influencing the activity of others
      ii. Communicates vision for organizational success that sparks excitement in others

9. Shares and accepts information, feedback and knowledge
   a. Fundamental
      i. Shares knowledge freely with others
      ii. Ensures that regular, consistent communication takes place
   b. Intermediate
      i. Seeks feedback on leadership performance
      ii. Is genuine and empathic when communicating
   c. Advanced
      i. Builds trust and confidence that encourages candor
      ii. Utilizes appropriate assessments and venues to gather and disseminate information

10. Knowledgeable of leadership area
    a. Fundamental
       i. Shows basic technical and functional understanding of leadership related terminology, principles, policies and procedures
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ii. Keeps informed about current developments in leadership within organization

b. Intermediate
   i. Shows working understanding of most technical and functional leadership terminology, principles, policies and procedures
   ii. Applies knowledge to lead effectively

c. Advanced
   i. Shows comprehensive and advanced technical and functional expertise in leadership area
   ii. Possesses or gains thorough knowledge of subject matter; is sought out as a resource