

SENIOR LEADERS: EXECUTIVE LEADERSHIP COMPETENCIES MODEL

A Model for Deciding Who to Promote
to the C-Suite from Senior Leadership



Supporting text??

Our **EXECUTIVE LEADERSHIP COMPETENCIES MODEL** is
comprised of 6 broad competency categories:

1. High-level thinking
2. Confidence of direct reports
3. Decision making
4. Leadership
5. Executive management
6. Attitude

This model will help you identify senior leaders who are worthy of moving up to the C-suite, based on their strategic, leadership, and collaborative ability.

EXECUTIVE LEADERSHIP COMPETENCIES MODEL: HIGH-LEVEL THINKING



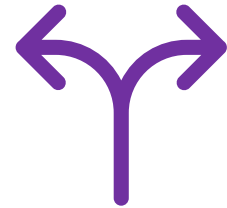
- Intelligent, strategic, insightful, innovative
- Understanding, appreciation, and passion for organizational mission
- Deep and wide technical knowledge, skill, and wisdom
- Institutional memory / historic knowledge
- Organized
- Active, continuous learner

EXECUTIVE LEADERSHIP COMPETENCIES MODEL: CONFIDENCE OF DIRECT REPORTS



- Trusted and respected
- Record of high employee retention and discretionary effort

EXECUTIVE LEADERSHIP COMPETENCIES MODEL: DECISION MAKING



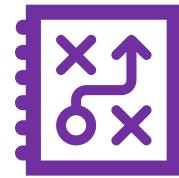
- Deliberative and systematic
- Able to think inside and outside of the box
- Considers big picture and the details
- Understands context
- Consults with managers and line-staff
- Conducts research and analysis
- Draws on repeatable solutions
- Extrapolates from repeatable solutions
- Considers “if, then” consequences long-, intermediate-, and short-term

EXECUTIVE LEADERSHIP COMPETENCIES MODEL: LEADERSHIP



- Alignment of values, vision, mission, strategy, priorities, planning, execution, and continuous improvement
- Clear, consistent messaging
- Vivid and relentless articulation of the messaging
- Strong, kind, and supportive
- Tunes in to individuals, asks good questions, and listens carefully
- Motivates and energizes others

EXECUTIVE LEADERSHIP COMPETENCIES MODEL: EXECUTIVE MANAGEMENT



- Staffing
- Resource planning
- Delegation
- High-structure, high-substance communication
- Regular one-on-ones
- Convenes and runs meetings for the right reasons; organizes good agendas and sticks to them; and laser focus in meetings
- Teaches managers to manage (see following page)

TEACHING MANAGERS TO MANAGE



This is what leaders who teach others to manage teach them:

- Break large goals into delineable components
- Break components into intermediate goals with clear parameters and timelines
- Break intermediate goals into short-term measurable tasks, responsibilities, and projects
- Effectively assign ownership of tasks, responsibilities, and projects to the right people at the right times
- Follow up with staff to provide feedback and direction at appropriate benchmarks
- Steward the completion of the work
- Recognize, reward, and develop high performers
- Remove low performers

EXECUTIVE LEADERSHIP COMPETENCIES MODEL: ATTITUDE



- Service mindset
- Flexible and adaptable
- Interpersonal empathy
- Emotional regulation
- Courage

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Have questions?

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