

# Core Leadership Competencies

**Sr. Administrator/  
Executive Model**

**9 Core Competencies**



**University Component**  
Competencies key to improving individual and organizational performance. Enable the organization to highlight and focus on behavior it would like to encourage and reward. Distinguishes good from great.

**Customer Component**  
Competencies key to ensuring sustainable, long-term relationships with internal and external customers. Provide a common language so customers understand the behaviors that are valued and expected.

**Individual Component**  
Competencies key to enabling specific training and development needs. Critical in the assessment of an employee's potential, performance and career development.

## EMU Senior Administrator/Executive Model

<i>Dealing with Ambiguity</i>	<i>Hiring and Staffing</i>	<i>Negotiating</i>
<i>Command Skills</i>	<i>Perspective</i>	<i>Organizational Agility</i>
<i>Delegation</i>	<i>Managing Vision &amp; Purpose</i>	<i>Political Savvy</i>
<i>Listening</i>	<i>Interpersonal Savvy</i>	<i>Strategic Agility</i>

## Senior Administrator/Executive Leadership Competency Model

### Dealing with Ambiguity (2)

Can effectively cope with change; can shift gears comfortably; can decide and act without having the total picture; isn't upset when things are up in the air; doesn't have to finish things before moving on; can comfortably handle risk and uncertainty.

### Hiring and Staffing (25)

Has a nose for talent; hires the best people available from inside or outside; is not afraid of selecting strong people; assembles talented staffs.

### Negotiating (37)

Can negotiate skillfully in tough situations with both internal and external groups; can settle differences with minimum noise; can win concessions without damaging relationships; can be both direct and forceful as well as diplomatic; gains trust quickly of other parties to the negotiations; has a good sense of timing.

### Political Savvy (48)

Can maneuver through complex political situations effectively and quietly; is sensitive to how people and organizations function; anticipates where the land mines are and plans his/her approach accordingly; views corporate politics as a necessary part of organizational life and works to adjust to that reality; is a maze-bright person.

### Command Skills (9)

Relishes leading; takes unpopular stands if necessary; encourages direct and tough debate but isn't afraid to end it and move on; is looked to for direction in a crisis; faces adversity head on; energized by tough challenges.

### Perspective (46)

Looks toward the broadest possible view of an issue/challenge; has broad ranging personal and business interests and pursuits; can easily pose future scenarios; can think globally; can discuss multiple aspects and impacts of issues and project them into the future.

### Organizational Agility (38)

Knowledgeable about how organizations work; knows how to get things done both through formal channels and the informal network; understands the origin and reasoning behind key policies, practices, and procedures; understands the cultures of organizations.

### Interpersonal Savvy (31)

Relates well to all kinds of people, up, down, and sideways, inside and outside the organization; builds appropriate rapport; builds constructive and effective relationships; uses diplomacy and tact; can diffuse even high-tension situations comfortably

### Strategic Agility (58)

Sees ahead clearly; can anticipate future consequences and trends accurately; has broad knowledge and perspective; is future oriented; can articulately paint credible pictures and visions of possibilities and likelihoods; can create competitive and breakthrough strategies and plans.

### Delegation (18)

Clearly and comfortably delegates both routine and important tasks and decisions; broadly shares both responsibility and accountability; tends to trust people to perform; lets direct reports and others finish their own work.

### Managing Vision & Purpose (65)

Communicates a compelling and inspired vision or sense of core purpose; talks beyond today; talks about possibilities; is optimistic; creates mileposts and symbols to rally support behind the vision; makes the vision sharable by everyone; can inspire and motivate entire units or organizations.

### Listening (33)

Practices attentive and active listening; has the patience to hear people out; can accurately restate the opinions of others even when he/she disagrees.