

Leadership Competencies

Zenger Folkman	CEO Coaching	Dept of Army	Dept of Navy	Dept of Air Force	Federal Senior Executive Svc
Displays high integrity and honesty	Interpersonal skills	Leads by example	Professionalism (B)	Lead courageously (A)	Integrity/honesty (A)
Technical and professional expertise	Compassion / empathy		Technical credibility (A) E – Resource Stewardship	Command organizational and mission success ... (C)	Technical credibility (D) E – Business Acumen; Leveraging diversity (B)
Solves problems and analyzes issues	Decision making skills		Problem solving (A)	Exercise sound judgment (A)	Problem solving (D)
Innovates	Sharing leadership / delegation		Creativity and innovations (C)		Creativity and innovation (B)
Practices self-development		Prepare self		Assess self (A)	Continual learning (A); External awareness (B)
Drives for results	Planning skills	Get results	Responsibility, accountability, authority (A)	Drive execution (C)	Accountability; Customer Service (D)
Establishes stretch goals			Continuous improvement (A)	Drive performance through shared vision, values, and accountability (B)	Flexibility; Resilience (B)
Takes initiative			Decisive / risk management (A)	Adapt and perform under pressure (A)	Decisiveness (D)
Communicates powerfully and prolifically	Listening skills; Communication	Communicates	Oral communication; Written communication (D)	Foster effective communication (A)	Oral communication; Written communication (A)
Inspires and motivates others to high performance	Motivational skills	Leads others	Influencing and negotiations (D)	Influence through win/win solutions (B)	Influencing/Negotiating (F)
Builds relationships	Conflict management skills		Conflict management (B)	Inspire trust (A)	Interpersonal skills (A); Conflict management (C)
Develops others	Mentoring / developing internal talent		Develop people (B)	Mentor and coach for growth and success (B)	Developing others (C)

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Collaboration and teamwork	Team building skills		Team building (B)	Promote collaboration and teamwork (B)	Team building (C)
Develops strategic perspective			Strategic thinking (C)	Shape Air Force strategy and direction (C)	Strategic thinking (B)
Champions change		Creates positive organizational climate		Embrace change and transformation (C)	Vision (B); Entrepreneurship (D)
Connects the group to the outside world		Extends influence beyond chain of command	Partnering (D)	Partner to maximize results (B)	Partnering; Political savvy (F)

Zenger Folkman – Zenger Folkman Blog, <http://zengerfolkman.com/category/blog>

CEO Coaching – 2013 Executive Coaching Survey, Stanford Graduate School of Business Center for leadership Development and Research and The Miles Group

Department of the Army – Army Leadership, Army Regulation 600-100, 8 March 2007

Department of the Navy – Navy Leadership Competency Model, Center for Personal and Professional Development, www.netc.navy.mil/centers/cppd/News.aspx?ID=1

Core competencies: A – Accomplishing Mission, B – Leading People, C – Leading Change, D – Working with People, E – Resource Stewardship

Department of the Air Force – Leadership and Force Development, Air Force Doctrine Document 1-1

Leadership competencies: A – Personal Leadership, B – Leading People/Teams, C – Leading the Institution

Federal Civil Service, Senior Executive Service – U.S. Office of Personnel Management, Guide to Senior Executive Service Qualifications

Core competencies: A – Fundamental Competencies, B – Leading Change, C – Leading People, D – Results Driven, E – Business Acumen, F – Building Coalitions