

## Chapter Leader Development- Leader Competencies

NOTE: Based on Literature Review definition

### Definitions:

**Leadership:** A process whereby intentional influence is exerted by one person over other people to guide, structure, and facilitate activities and relationships in a group or organization (Yukl, 2002).

**Leadership Competencies:** A cluster of knowledge, skills, and attitudes that can result in leader excellence, regardless of position industry, or geography that can be measured and improved through training development (Hirzel, 2002).

### General Categories and Competencies:

- I. **Personal Leadership:** A type of leadership that involves a leader's characteristics and skills, their effectiveness in working with and influencing others, and their ability in implementing strategic effectiveness.
  1. **Possesses a Strong Sense of Vision:** Leader competency that involves creating a picture of a future that is simple and idealistic and that is appealing to the values, hopes, and ideals of organization members and other stakeholders (Yukl, 2002).
  2. **Demonstrates Critical Thinking:** Leader competency that involves analytical thinking, logical conceptualizing, proficiency in concept forming of complex and ambiguous relationships, and recognizing of potential problems and opportunities to solve those problems (Yukl, 2002).
  3. **Exhibits Self-Confidence and Assertiveness:** Leader competency in which a leader has strong assurance in themselves so that there is an optimism and persistence when pursuing objectives, an action-oriented approach when solving problems, decisiveness when facing crises, and willingness in taking on difficult tasks (Yukl, 2002).
  4. **Communicates Effectively:** Leader competency that involves a leader's ability and willingness in listening to others, being receptive to ideas, expressing opinions and asking questions, initiating ideas, and sharing information and feedback effectively (Yukl, 2002).
- II. **Association Management:** A leader process that involves organizing, supervising, handling, and carrying-out organizational tasks, such as determining organizational

objectives and policies, planning strategies, making important organizational decisions, designing organizational structures, and allocating resources (Yukl, 2002).

5. **Provides Strategic Direction**: Leader competency in which a plan or blueprint is created for carrying out and attaining desired goals to remain competitive and profitable in the marketplace; these goals can be reached by formulating and implementing objectives, recognizing strength and weaknesses, communicating clearly among members, and identifying risks (Yukl, 2002).
  
6. **Sets Mission Focused Goals**: Leader competency in which organizational objectives are created in line with the organization's vision; this is accomplished by involving key stakeholders, integrating values and ideals relevant to the organization, and developing objectives that are credible and appealing (Yukl, 2002).
  
7. **Seizes and Maximizes Opportunities**: Leader competency that involves taking advantage of circumstances beneficial to the organization; this includes identifying strategic objectives, linking organizational visions to core competencies, and continuing to assess and refine goals (Yukl, 2002).
  
8. **Manages Multiple Projects**: Leader competency that involves a leader's ability to ensure the success of a project by planning and organizing short and long-term goals, making important decisions, monitoring internal/external forces that may affect the organization, coordinating communication with others within/outside the organization, and supervising the performance of members (Mintzberg, 1973).
  
9. **Executes the Business Plan**: Leader competency in which a leader ensures that plans are carried- out effectively by consulting with people with relevant knowledge, monitoring people performing critical tasks, providing more coaching to an inexperienced member, and showing support to members (Yukl, 2002).
  
10. **Uses Sound Management Principles**: Leader competency that requires a leader to ensure that members adhere to proper guidelines; this following of guidelines by members can be achieved by role modeling proper and desirable behavior, being supportive and helpful, performing unsolicited behaviors, and making self-sacrifices to show concern (Yukl, 2002).

11. **Seeks and Utilizes ASTD Resources:** Leader competency where leaders promote the awareness and use of available ASTD resources obtained from local and national sources; discovery and use of resources can occur when leaders supply outside association information, services and tools to the chapter, and when leaders encourage direct contact with and use of those resources. (LDT, 2005)

III. **Teamwork and Commitment:** Leader qualities that promote cooperation, team building, and identification with the work unit by articulating an appealing vision for team accomplishments, building member confidence, and relating task objectives to member values and ideals (Yukl, 2002).

12. **Builds a Cohesive Team Environment:** Leader competency that emphasizes mutual affection among group members by focusing on activities such as developing common interests and values, encouraging social interactions, facilitating open discussion, and promoting understanding between members (Yukl, 2002).

13. **Networks Effectively:** Leader competency that involves creating social relationships with people within and outside the organization in order to gather information about complex and uncertain events which may influence the operations of the organizational subunit (Yukl, 2002).

14. **Motivates Others:** Leader competency involving influence which appeals to emotion or logic in order to generate enthusiasm for work, commitment to task objectives, and compliance with organizational requests for cooperation, assistance, support, and resources (Yukl, 2002).

IV. **Industry Awareness:** A leader process whereby there is a conscious effort to be knowledgeable, pro-active, and action-oriented regarding the activities taking place within the organization.

15. **Assesses Others:** Leader competency in which a leader is providing evaluative information to members in an accurate, timely, and constructive manner; the leader may use diagnostic questions, analytic procedures, and clues to help interpret the meaning of various patterns of results of members (Yukl, 2002)

16. **Develop Others:** Leader competency in which a leader helps members improve their capabilities by helping them in the transitional period, providing learning opportunities, reducing stress in difficult situations, initiating positive relationships, and clarifying roles and processes (Yukl, 2002).

17. **Models Competent Workplace Learning and Performance (WLP):** Leader competency which provides opportunities in facilitating the learning and practicing of areas in the job such as relevant job skills, interpersonal skills, ways of adjusting to job change, utilizing constructive feedback, and maximizing job satisfaction (Yukl, 2002).

#### References

Hirzel, R. C., (2002). *Leadership is personal*. ASQ Human Development and Leadership Division.

Mintzberg, H. (1973). *The nature of managerial work*. New York: Harper & Row.

Yukl G. (2002). *Leadership in organizations*, Delhi, India; Pearson Education.