



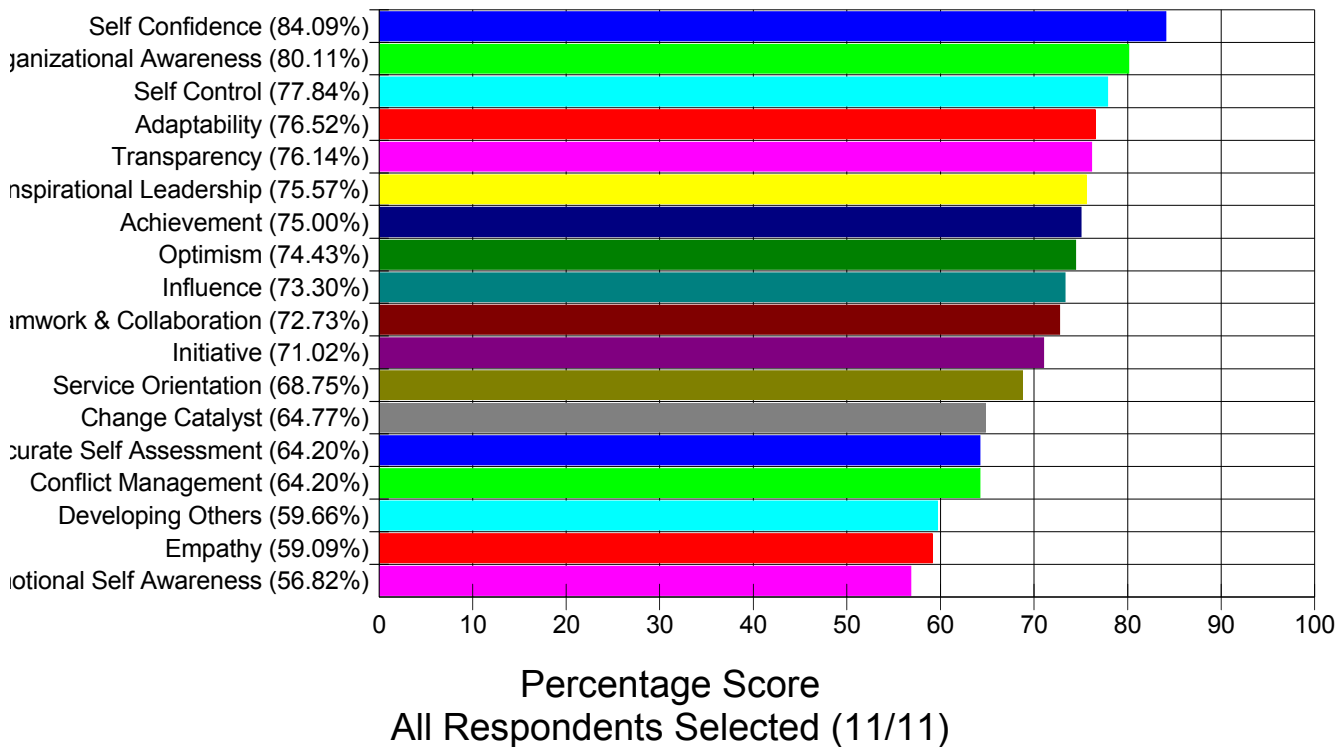
Part Two: The Leadership Competencies  
You Will Need As You  
Step Up To the Next Level



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# Your Leadership Competencies Summary



This chart summarizes the results of your assessment and shows your current leadership strengths as well as some potential improvement areas. These results should complement the **Your Leadership Styles** report but will take your understanding of your leadership skills to a more detailed level. This will enable you to prescribe appropriate actions to plan your leadership development efforts.

Leadership competencies are an underlying characteristic of a person. They can be a motive, skill, personality trait or a body of professional knowledge. The eighteen leadership competencies are derived from a model of emotional intelligence (EI). Superiority in these capabilities appears to count for far more than IQ when related to superior performance in a top executive role. The leadership competencies and some sample questions from the Leadership Advantage assessment are summarized overleaf.

## Leadership Competency Summary

Cluster	Leadership Competency	Sample Question
<b>Self Awareness</b>	<b>Emotional Self Awareness</b>	<i>Recognizing how your moods and feelings affect your performance</i>
	<b>Accurate Self Assessment</b>	<i>Seeking and receiving constructive feedback on your performance</i>
	<b>Self Confidence</b>	<i>Presenting views that are unpopular, going out on a limb for what is right.</i>
<b>Self Management</b>	<b>Self Control</b>	<i>Remaining clear headed and calm in high pressure situations</i>
	<b>Trustworthiness</b>	<i>Meeting agreed commitments and promises</i>
	<b>Adaptability</b>	<i>Handling multiple demands without losing energy or focus</i>
	<b>Achievement Orientation</b>	<i>Setting challenging business objectives for you and others to achieve</i>
	<b>Initiative</b>	<i>Encouraging innovation by suggesting new product or productivity improvement ideas</i>
	<b>Conscientiousness</b>	<i>Persisting with goals despite setbacks or obstacles</i>
<b>Social Awareness</b>	<b>Empathy</b>	<i>Encouraging others to express their opinions and feelings on key issues</i>
	<b>Organizational Awareness</b>	<i>Reading the political realities – what is and is not possible at this time</i>
	<b>Service Orientation</b>	<i>Seeking ways to increase customer's satisfaction and loyalty</i>
<b>Relationship Management</b>	<b>Inspirational Leadership</b>	<i>Promoting a compelling vision for the business</i>
	<b>Influence</b>	<i>Presenting proposals in a clear, logical and engaging manner</i>
	<b>Developing Others</b>	<i>Helping others to think through a task, what is needed, and the best approach to take.</i>
	<b>Change Catalyst</b>	<i>Asserting the reasons for change and defining the key factors for success</i>
	<b>Conflict Management</b>	<i>Handling difficult people and tense situations with diplomacy and tact</i>
	<b>Teamwork &amp; Collaboration</b>	<i>Drawing all team members into active and enthusiastic participation</i>

## Your Leadership Effectiveness: Current Stage Of Growth

Your competencies, like your leadership style, are dependent on your Stage of Business Growth. The leadership competency profile for a Stage 4 business is:

Importance Rating	Stage 4 Hierarchy	Your Score	How Well Do You Match?
Most Important	Achievement	75%	Yes/No
	Empathy	59%	Yes/No
	Inspirational Leadership	76%	Yes/No
	Developing Others	60%	Yes/No
	Change Catalyst	65%	Yes/No
Some Importance	Adaptability	76%	Yes/No
	Organizational Awareness	80%	Yes/No
	Conflict Management	64%	Yes/No
Less Importance	Emotional Self Awareness	57%	Yes/No
	Accurate Self Assessment	64%	Yes/No
	Self Confidence	84%	Yes/No
	Transparency	76%	Yes/No
	Influence	73%	Yes/No
Not Important	Self Control	78%	Yes/No
	Initiative	71%	Yes/No
	Optimism	74%	Yes/No
	Service Orientation	69%	Yes/No
	Teamwork & Collaboration	73%	Yes/No

Please contrast your leadership competency summary with this business profile to determine your leadership effectiveness now.

**Most Important Matches : Yes 2 No 3**

**Some Importance Matches: Yes 3 No 0**

**How Effective Are You at this Stage of Growth?**

Very Effective:     

Somewhat Effective: Yes

Not Effective:

## Stepping Up to the Next Level

Looking forward, how effective would you be at the next stage of business growth? At stage 5, you could be employing between 58 – 95 staff of which 11 – 16 could be managers with maybe 4 – 5 senior executives. The leadership competency profile for a Stage 5 business is:

Importance Rating	Stage 5 Hierarchy	Your Score	How Well Do You Match?
Most Important	Transparency	76%	Yes/No
	Empathy	59%	Yes/No
	Inspirational Leadership	75%	Yes/No
	Conflict Management	64%	Yes/No
	Teamwork & Collaboration	72%	Yes/No
Some Importance	Emotional Self Awareness	56%	Yes/No
	Accurate Self Assessment	64%	Yes/No
	Achievement	75%	Yes/No
	Organizational Awareness	80%	Yes/No
	Influence	73%	Yes/No
Less Importance	Self Control	77%	Yes/No
	Optimism	74%	Yes/No
	Change Catalyst	65%	Yes/No
Not Important	Self Confidence	84%	Yes/No
	Adaptability	76%	Yes/No
	Initiative	71%	Yes/No
	Service	69%	Yes/No
	Developing Others	60%	Yes/No

Please review your leadership competency summary against this business profile to determine your leadership effectiveness to take the business to the next level

Most Important Matches : Yes **2** No **3**

Some Importance Matches: Yes **4** No **1**

How Effective Would You Be at this Stage of Growth?

Very Effective:

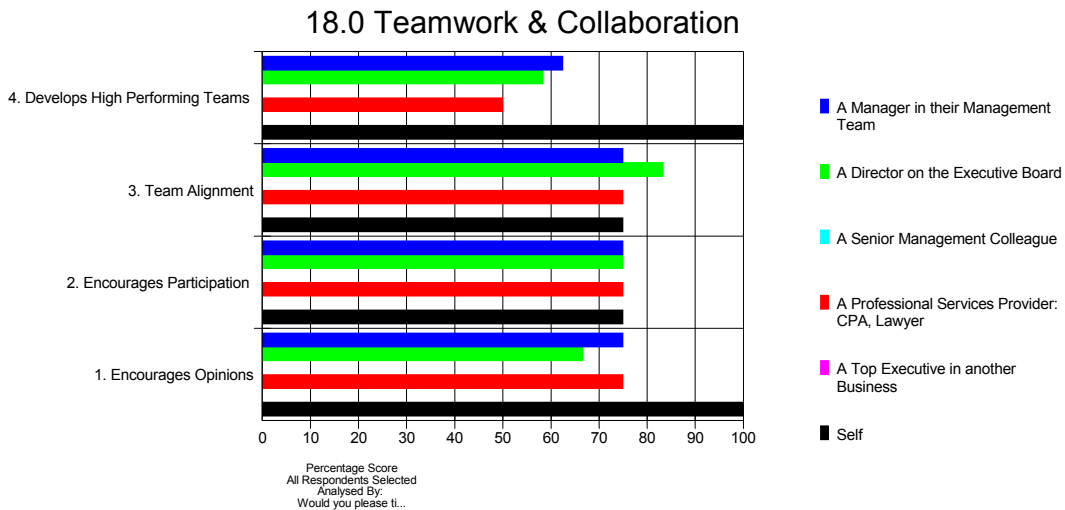
Somewhat Effective: **Yes**

Not Effective:

## Developing Your Leadership Effectiveness

This section of the report provides you with more detailed information on the **Most Important** Leadership Competencies you will need to focus upon as you step up to the next level. The section recognizes your strengths as well as the areas for improvement and provides scores by rater group for the most important leadership competencies. Each competency is portrayed by a:

**Competency Diagram:** To the left of the scales, the specific behaviors for each leadership competency are arranged in an increasing hierarchy of sophistication or complexity with 1 being the easiest skill and 4 being the most difficult to develop. This order also reflects the way in which people tend to develop the competency set.



From the competency diagrams you will be able to develop your personal development plan. In the example above, there are three areas for improvement with Develops High Performing Teams being the lowest performance score but the highest order behavior in the competency set. This would make it your number one priority in your development planning. The other three areas suggest that you already have strengths to build on and that more practice or consistent application would improve your leadership performance.

**Development Priorities:** The table overleaf identifies your development priorities for the next stage of business growth. Your focus on these will put you ahead of the Business Growth Curve. Your effectiveness at your current stage of growth is summarized too. As the emphasis is on gaining a leadership advantage for the next stage of growth we do not advise you to focus your development on these competency areas.