

		CHALLENGES	COMPETENCIES
		LEADER LEVELS	
LEADER LEVELS	LEADING SELF	<ul style="list-style-type: none"> <li>• Prepare for management or leadership role</li> <li>• Build a common leadership language within an organization</li> <li>• Increase personal effectiveness and performance</li> </ul>	<ul style="list-style-type: none"> <li>• Establishing credibility</li> <li>• Leading with purpose</li> <li>• Delivering results</li> <li>• Doing whatever it takes</li> <li>• Interpersonal savvy</li> <li>• Embracing flexibility</li> <li>• Tolerating ambiguity</li> <li>• Understanding one's own values and culture</li> </ul>
	LEADING OTHERS	<ul style="list-style-type: none"> <li>• Transition from individual performer to leading a team</li> <li>• Build relationships to get work done</li> <li>• Deal effectively with conflict</li> <li>• Solve problems successfully</li> </ul>	<ul style="list-style-type: none"> <li>• Coaching and developing others</li> <li>• Leading team achievement</li> <li>• Building and maintaining relationships</li> <li>• Resolving conflict</li> <li>• Learning to delegate</li> <li>• Innovative problem solving</li> <li>• Embracing change</li> <li>• Adapting to cultural differences</li> </ul>
	LEADING MANAGERS	<ul style="list-style-type: none"> <li>• Integrate cross-functional perspectives in decisions</li> <li>• Handle complexity</li> <li>• Manage politics</li> <li>• Sell ideas to senior leaders</li> <li>• Select and lead managers for high performance</li> </ul>	<ul style="list-style-type: none"> <li>• Thinking and acting systemically</li> <li>• Managing organizational complexity</li> <li>• Negotiating adeptly</li> <li>• Selecting and developing others</li> <li>• Taking risks</li> <li>• Implementing change</li> <li>• Managing globally dispersed teams</li> <li>• Building resiliency</li> </ul>
	LEADING THE FUNCTION	<ul style="list-style-type: none"> <li>• Set vision and build toward the future</li> <li>• Balance trade-offs between the short-and long-term</li> <li>• Align the organization for strategy implementation</li> </ul>	<ul style="list-style-type: none"> <li>• Being visionary</li> <li>• Driving results</li> <li>• Strategic thinking and acting</li> <li>• Creating engagement</li> <li>• Identifying innovation opportunities for new businesses</li> <li>• Working across boundaries</li> <li>• Leading globally</li> </ul>
	LEADING THE ORGANIZATION	<ul style="list-style-type: none"> <li>• Set organizational direction</li> <li>• Foster alignments across the organization</li> <li>• Gain commitment for performance</li> <li>• Refine and build strong executive persona</li> </ul>	<ul style="list-style-type: none"> <li>• Creating and articulating vision</li> <li>• Creating strategic alignment</li> <li>• Developing a leadership and talent strategy aligned with business strategy</li> <li>• Leading the culture</li> <li>• Executive image</li> <li>• Creating a culture of innovation</li> <li>• Catalyzing change</li> <li>• Leading outwardly</li> </ul>