

Leadership Competency	Competency Description
Models and Champions our Culture and Values	Earns the trust, respect and confidence of coworkers and customers through consistent honesty, authenticity, transparency and professionalism. Sets a personal example. Follows through on promises and commitments. Leads with humility and respect. Removes fear from the organization.
	Is self-aware and able to self-regulate and adapt. Holds self and others accountable to model agreed-to standards.
	Has courage. Addresses problems.
	Demonstrates a selfless commitment to public service.
Cultivates a Shared, Strategic Vision	Focuses on the customer and creates a customer-focused culture. Understands customers and their needs. Builds and maintain internal and external customer satisfaction.
	Describes an inspiring, long-term vision with deep meaning for the organization or team. Defines a clear and compelling purpose for the work, connecting the work to the vision of the organization and public service. Helps employees connect to that meaning and identify the contributions they can make. Talks about future trends affecting the work. Paints big picture of group aspirations.
Develops People	Looks for and sees the big picture. Anticipates implications and consequences of situations and trends. Forward-thinking. Helps the organization make connections to derive creative solutions.
	Brings great people with the right skills and the right motivation into the organization and enables them to do their best work every day.
Drives Results	Actively develops the whole person by: Coaching through purposeful instruction, challenging counsel and targeted questioning so that people solve problems, think critically, and seize opportunities. Assists with learning from mistakes. Giving early and frequent feedback to cultivate individual growth and encourage strong performance management principles. Provides sincere, day-to-day appreciation and recognition. Respecting life-work balance. Helping identify the right opportunities for staff (and the organization) through succession planning with an eye to the future of the organization.
	Creates and nurtures a performance-based culture of continuous improvement. Is passionate about data informed decision-making, scientific problem solving, customer responsiveness and satisfaction, and maximizing resources across the organization. Creates a safe environment in which to experiment.
Fosters Learning	Creates a learning organization based on how learning really happens. Fosters a climate that supports creativity, innovation and hypothesis-testing. Supports and invests in employee learning and development.
	Considers mistakes as opportunities to learn. Seeks to learn and understand rather than to be a “knower”. Listens. Committed to being self-aware and adaptive, and to empowering others. Brings their authentic, best self to work.
Builds Relationships	Develops, maintains and strengthens relationships inside and outside the organization. Cultivates an environment of engagement, respect, active listening and trust, and collaboration.
Fosters Teamwork and Collaboration	Creates, participates in, leads, coaches and supports teams. Creates culture in which the synergistic power of teams is realized.
	Builds trusting cooperative relationships and meaningful connections. Understands/builds networks and collaboration.
Communicates Effectively	Effectively conveys ideas and shares information with others from a place of authenticity. Listens and communicates with the audience in mind and an understanding of different points of view. Conveys clear, timely, persuasive messages that positively influence thoughts and actions.
	Models and creates a culture that values listening and candid conversation.
Makes Things Happen as a Public Servant	Understands key forces in the organization’s environment. Understands government operations, legislative process, state budgeting, the role of interest groups and the media—and how all of these factors need to be considered in tackling complex issues. Skillfully analyzes and decides when and how to proceed on those complex issues.
	Builds coalitions and manages stakeholder relationships. Creates and sustains enough support to implement a decision.
	Infuses public service focus into business functions.
Leads and Navigates Change	Navigates the organization through complex and changing environments and engages staff to seek creative solutions and drive change. Attends to the human side of change.
	Experiments, takes risks and encourages others to do so.
	Helps the organization stay appropriately anchored to mission and values in the face of external volatility, complexity and ambiguity, while mastering the waves of complex change.
Embraces and Embeds Inclusion in Decision-Making	Creates a workplace where differences are embraced and valued; where respect for the individual is the foundation for providing every employee with the opportunity to develop their skills and talents so they can achieve their highest level of success.
	Reaches out to leverage diverse points of view, talents and capabilities. Is accountable for the impacts of their approach, decisions and actions on themselves, coworkers, stakeholders and those we serve.