



**Senior Leaders** develop and manage an organization's strategic and operational goals. They initiate plans and programs to achieve revenue and profitability objectives or to meet other significant organizational goals.

#### Example Positions

Chief Executive Officer, Senior Vice President, Chief Financial Officer, Vice President of Operations, General Manager

## Competencies

**Leadership Maturity** – Senior Leaders serve as role models for performance and organizational behavior by demonstrating humility, confidence, and courage in their leadership role.

**Leadership Communication** – They generate a shared commitment to the organization, building morale and encouraging ownership of mission, goals, and values.

**Organizational Savvy** – They are able to gather and accurately assess information related to the organization's formal and informal communication channels and power relationships.

**Deliberative Decision Making** – They tend to gather, consider, and evaluate all relevant information to make logical conclusions before being moved to action.

**Decisiveness** – They tend toward taking calculated risks by making decisions and taking action, even in the absence of all information.

**Strategic Thinking** – Senior Leaders develop and help drive a shared understanding of a long-term vision that describes how the organization needs to operate now and in the future.

**Leading Change** – They effectively create a vision for change and engage others to implement the change process.

**Strategic Talent Management** – Senior Leaders attract, hire, engage, and develop talented people to build the capabilities required for the organization to perform at high levels.

## Representative Behaviors

- Serves as a role model and sets an example for highly credible leadership
- Clearly communicates vision and strategy across all organizational levels
- Leverages informal relationships and communication channels within company, with a clear sense of their organizational impact
- Challenges assumptions and the perceived wisdom in addressing varying issues
- Takes decisive action in high-stakes situations
- Thinks strategically to promote growth or gain competitive advantage
- Champions innovative and groundbreaking projects
- Brings the right people together to accomplish goals



### Senior Leader Job Model

Leading	Active Communication	Interpersonal Dynamics	Making Decisions	Solving Problems	Managing Processes	Self-Management
Leadership Maturity	Influence and Persuasion	Interpersonal Sensitivity	Deliberative Decision Making	Creativity and Innovation	Quality Focus	Composure and Resiliency
Leadership Communication	Conflict Management	Helpfulness	Decisiveness	Analytical Thinking	Compliance	Generating and Expressing Enthusiasm
Driving Results	Negotiating	Service Focus	Strategic Thinking	Learning Agility	Response Orientation	Strength of Conviction
Leading Change	Active Listening	Relationship Building	Organizational Citizenship	Scientific Acumen	Safety Focus	Achievement Motivation and Perseverance
Managing Innovation	Communicating	Collaboration and Teamwork	Information Seeking	Business Acumen	Process Management	Self-Awareness
Managing Quality	Instructing	Organizational Savvy			Time Management	Adaptability
Team Building		Global Mindset			Planning and Priority Setting	Initiating Action
Coaching and Developing Others					Organizing and Documenting Information	Accountability
Delegating					Applying Standard Practices	Professionalism
Fact-Based Management						Continuous Learning
Strategic Talent Management						Extended Task Focus
Directing						Comfort with Ambiguity