

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



