

# Leadership Competencies

## INTERPERSONAL

### *Builds Trustworthy Relationships*

Interacts with others in a way that gives them confidence in one's intentions and those of the department and organization; brings a customer-supplier partnership mindset to all interactions; demonstrates initiative in understanding how to best meet internal and external customer needs; takes personal responsibility for resolving internal and external customer issues; willingly follows up on commitments.

### *Communicates Effectively*

Clearly conveys information and ideas through a variety of media to individuals or groups in a manner that engages the audience, promotes comprehension and retention, and creates alignment around goals and organizational vision / purpose; articulates the customer / community /partnership perspective in ways that foster understanding and inspire implementation of customer-driven systems, processes, and procedures.

## PEOPLE MANAGEMENT

### *Builds Successful Teams*

Uses appropriate methods and a flexible interpersonal style to proactively build cohesive teams; actively fosters the development of productive internal customer-supplier partnerships within and between work units, teams, departments, and organizations / community partners; focuses teams on meeting external customer needs, serving the community, and achieving business objectives and goals.

### *Manages and Develops People*

Sets clear performance expectations; provides timely guidance and feedback to help others strengthen specific knowledge / skill areas needed to accomplish their work; fosters, plans, and supports the development of individuals' skills and abilities so that they can fulfill current and future job /role responsibilities more effectively and deliver results that align with the Library's mission, vision, values, and strategic goals.

## BUSINESS MANAGEMENT

### *Achieves Results*

Identifies critical issues and improves business results with the customers' and community's needs in mind; commits to a course of action to accomplish long-range goals and objectives after developing alternatives; sets challenging goals for personal and group accomplishment; uses measurement methods to monitor progress toward goals; tenaciously works to meet or exceed goals; tirelessly focuses on continuously improving processes that affect customers and business results.

### *Facilitates Innovation and Change*

Encourages others to seek opportunities for different and innovative approaches to addressing problems and opportunities that support the organization's strategies; actively facilitates the implementation and acceptance of change within the workplace; generates innovative solutions that better meet customer and community needs; tries different and novel ways to deal with work problems and opportunities.

## PERSONAL ATTRIBUTES

### *Demonstrates Leadership*

Demonstrates the traits, inclinations, and dispositions that characterize successful managerial leadership; exhibits behavior styles that meet the demands of the manager / supervisor role; inspires and guides individuals toward higher levels of performance and organizational excellence; builds commitment to PCLS's mission, vision, and objectives; tirelessly promotes customer/community service and strategic partnerships as a value; takes responsibility for customer satisfaction and loyalty.