## LEADERSHIP Competencies

#### **DIAGNOSE SITUATION**

- Distinguish technical and adaptive work
- Understand the process challenges
- Explore tough interpretations
- Take the temperature
- Identify who needs to do the work
- Test multiple interpretations

#### **ENERGIZE OTHERS**

- Engage new voices
- Start where they are
- Work across factions
- Create a trustworthy process
- Speak to loss
- Inspire a collective purpose

#### MANAGE SELF

- Manage your vulnerabilities and triggers
- Get used to uncertainty and conflict
- Choose among competing values
- Know the stories others tell about you
- Experiment beyond your comfort zone
- Take care of yourself

#### **INTERVENE SKILLFULLY**

- Make purposeful choices
- Raise the heat
- Speak from the heart to the heart
- Give the work back
- Act experimentally
- Hold to purpose



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### **LEADERSHIP** *Principles*

**1.** Leadership is an activity, not a position.

2. Anyone can lead, anytime, anywhere.

**3.** Leadership starts with you and must engage others.

> **4.** Leadership is risky.

5. Leadership is about our toughest challenges.



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# 8 BEST PRACTICES for Transformation



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