

Leaders — Dynamic Results Competencies

The **Leaders — Dynamic Results (LDR)** program is designed around five core competency areas.



Leads People Within Organizations

As a leader, you set the direction and vision for your team. Leverage your MBTI preferences and Emotional Intelligence insights to establish a clear vision and motivate your team to action.

Key behaviors:

- Develops, communicates, and aligns others around a vision and strategy for the future. Creates plans and initiatives that ensure the understanding and buy-in of others to achieve the vision.
- Communicates a clear picture of where the State and Agency are going.
- Inspires and motivates by setting a clear direction and allowing others to take the lead in reaching the vision.
- Assesses current internal and external conditions & develops strategies to meet the long-term interests of the State and Agency.
- Involves others in identifying and achieving common goals and priorities.

Develops a High-Potential Workforce

Continuous learning is key to being able to adapt to change. As a leader, you need to continually grow not only to stay fresh but also to model the importance of enhancing knowledge and skills. Your support of your team member's learning enables a strong team that is ready to meet future challenges.

Key behaviors:

- Values continuous learning by fostering a climate for the learning & development of self and others.
- Models behaviors included in LDR competency model.
- Pro-actively plans for the development of all employees to strengthen their skills and enable future opportunities for the Agency.
- Gives employees honest & frank feedback regarding strengths, weaknesses, and areas to develop.
- Provides regular coaching for employees to enable them to improve their performance.
- Encourages employees to reflect on their successes and failures and identify opportunities to apply lessons in the future.
- Reflects on own successes and failures and identifies lessons learned for future application.
- Initiates opportunities to develop professional expertise that adds value to State & Agency.

Creates an Environment of Integrity and Trust

As a leader, you set the stage for how things are done. This includes using your personal integrity to enable openness, candor, and trust to be the foundation of how your team gets things done.

Key behaviors:

- Models and maintains the values of openness, candor, and inclusiveness despite internal and external pressures.
- Consistently acts in a way that is both trusting and trustworthy to build and maintain trust with others.
- Follows thru on commitments.
- Interacts with others in a manner that is straightforward, respectful, and inclusive.
- Consults, listens, and provides others with information.
- Recognizes and respects the impact of emotions on a situation and plans & acts accordingly.
- Learns from mistakes, experiences, and feedback.
- Understands and applies appropriate procedures, policies, and regulations.



Facilitates Change

Change is inevitable. Whether the change is good or bad, there is little we can do to stop change from happening. Your leadership skills will be needed to recognize the necessity of change and guarantee everyone is supporting the new direction.

Key behaviors:

- Recognizes when there is a need for change and effectively manages both the areas that remain stable and those that change.
- Communicates frequently and candidly during times of change.
- Implements plans to accomplish organizational goals while meeting the challenges of a fast changing environment.
- Foresees the impact of emerging technologies and integrates these technologies into the Agency's processes.
- Demonstrates tolerance and adaptability while dealing with ambiguous situations.
- Develops plans and strategies to effectively manage current and future challenges & opportunities.
- Assesses the tolerance of self and others for change.
- Communicates to the stakeholders affected by change and addresses their questions, concerns, and needs for information.
- Deals with setbacks by being resilient and flexible.
- Creates a shared responsibility among team members by involving them in crucial discussions and decisions as appropriate.

Drives Results

Individually and collectively, our work is about serving the public. Whether we provide this service directly or support those who do, we are about "service." As the team leader you not only create the service standard used by your team, you also ensure standards are accomplished.

Key behaviors:

- Demonstrates the ability to act in a decisive, urgent, and committed way to achieve results.
- Remains focused on the goal and leverages resources to attain the goal.
- Demonstrates a willingness to move forward despite ambiguity.
- Takes thoughtful risks knowing that sometimes taking a risk is better than taking no action at all.
- Shares knowledge and responsibility.
- Establishes high standards of performance.
- Holds others accountable for results.
- Encourages and rewards continuous improvement, creativity, and innovation.
- Balances short-term and long-term priorities.
- Understands the effect of decisions on the Agency and the State.

