

Global Leadership Assessment Competency Descriptions

Global Leadership Assessment by Marshall Goldsmith

Competency	Definition	Survey Items	Notes
Communication	<p>Demonstrating Integrity</p> <p>Lead self, others, culture through:</p> <ul style="list-style-type: none"> ➤ Role modeling honesty, ethical behavior and organizational values ➤ So that (s)he can be trusted to lead people in the right direction ➤ While respecting people in the process ➤ Ensuring a constructive organizational culture 	<ul style="list-style-type: none"> ➤ Demonstrates honest, ethical behavior in all interactions ➤ Ensures that the highest standards for ethical behavior are practiced throughout the organization ➤ Avoids political or self-serving behavior ➤ Courageously "stands up" for what he/she believes in ➤ Is a role model for living our organization's values (leads by example) 	
	<p>Encouraging Constructive Dialogue</p> <p>Consistent communication sharing leadership by:</p> <ul style="list-style-type: none"> ➤ Asking questions to solicit feedback, feedforward, new ideas ➤ Listening with an open mind ➤ Accepting constructive feedback ➤ Putting yourself in someone else's shoes (empathy) 	<ul style="list-style-type: none"> ➤ Asks people what he/she can do to improve (feedforward) ➤ Genuinely listens to others ➤ Accepts constructive feedback in a positive manner (avoids defensiveness) ➤ Strives to understand the other person's frame of reference ➤ Encourages people to challenge the status quo 	
	<p>Creating a Shared Vision</p> <p>Creating a vision through:</p> <ul style="list-style-type: none"> ➤ Getting input from others ➤ Creating momentum and inspiring others ➤ Supporting the vision with strategy ➤ Defining roles and priorities 	<ul style="list-style-type: none"> ➤ Creates and communicates a clear vision for our organization ➤ Effectively involves people in decision making ➤ Inspires people to commit to achieving the vision ➤ Develops an effective strategy to achieve the vision ➤ Clearly identifies priorities 	

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Dimension	Definition	Survey Items	Notes
Engaging People	<p>Developing People</p> <p>Engage high-impact performers through:</p> <ul style="list-style-type: none"> ➤ Training, coaching (feedback / feedforward), ➤ Showing respect and dignity ➤ Rewarding and recognizing achievements ➤ Creating a thriving environment 	<ul style="list-style-type: none"> ➤ Consistently treats people with respect and dignity ➤ Asks people what they need to do their work better ➤ Ensures that people receive the training they need to succeed ➤ Provides effective coaching ➤ Provides developmental feedback in a timely manner ➤ Provides effective recognition for others' achievements 	
	<p>Building Partnerships</p> <ul style="list-style-type: none"> ➤ Building trust ➤ Proactively focus on a positive agenda ➤ Forging partnerships and alliances across the organization ➤ Creating networks outside the organization 	<ul style="list-style-type: none"> ➤ Treats co-workers as partners, not competitors ➤ Unites his/her organization into an effective team ➤ Builds effective partnerships across the company ➤ Discourages destructive comments about other people or groups ➤ Builds effective alliances with other organizations ➤ Creates a network of relationships that help to get things done 	
	<p>Sharing Leadership</p> <ul style="list-style-type: none"> ➤ Flattening organizations with matrix structures, partnership alliances and business process outsourcing result in wide & deep dispersion of expertise, power, authority and decisions in the organization laterally and vertically. ➤ Building a team of leaders through: <ul style="list-style-type: none"> ➤ Management (teams) need to create a broader base of senior management experience, expert knowledge, complementary strengths ➤ Leaders must know their limitations and defer to their talents / experts ➤ Collaboration focused on trust building to deliver on a common agenda / vision ➤ Moving away from 'one right way' to 'the best way at this time' 	<ul style="list-style-type: none"> ➤ Willingly shares leadership with business partners ➤ Defers to others when they have more expertise ➤ Strives to arrive at an outcome with others (vs. for others) ➤ Creates an environment where people focus on the larger good (avoids suboptimization or "turfism") 	

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Boundary-less Inclusion	Empowering People	<ul style="list-style-type: none"> ➤ Build confidence through training on functional skills ➤ Take calculated risks by providing opportunities for application and growth ➤ Give freedom by letting go of the process step by step to give people space to be empowered ➤ Create trust through encouraging achievement using a trusted process 	<ul style="list-style-type: none"> ➤ Builds people's confidence ➤ Takes risks in letting others make decisions ➤ Gives people the freedom they need to do their job well ➤ Trusts people enough to let go (avoids micro-management) 	
	Thinking Globally	<ul style="list-style-type: none"> ➤ Technology advancement has created a borderless interconnected global environment. ➤ Leading to: <ul style="list-style-type: none"> ➤ Higher standards in customer service, innovation, etc. ➤ Alliances between governments, industries and organizations ➤ Balancing global consistency with local cultural needs ➤ Having a global perspective with multicultural experience in different businesses 	<ul style="list-style-type: none"> ➤ Recognizes the impact of globalization on the business ➤ Demonstrates the adaptability required to succeed in a global environment ➤ Strives to gain the variety of experiences needed to conduct global business ➤ Makes decisions that incorporate global considerations ➤ Helps others understand the impact of globalization 	
	Appreciating Diversity	<ul style="list-style-type: none"> ➤ Be interested to understand, be comfortable with and appreciate the differences as a result of culture, religion, gender, personality, educational background, age / generation and thinking styles ➤ Leverage differences to gain new perspectives ➤ Learn to differentiate in motivating people 	<ul style="list-style-type: none"> ➤ Embraces the value of diversity in people (including culture, ethnicity, gender, generational, personality and thinking styles) ➤ Effectively motivates people from different cultures, ethnicities, genders, generations, personalities and thinking styles ➤ Recognizes the value of diverse views and opinions ➤ Helps others appreciate the value of diversity ➤ Actively expands his/her knowledge of other cultures (through interactions, study, travel, etc.) 	

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Competency	Definition	Survey Items	Notes
Developing Technological Savvy	Understanding how the application of technology will increase people productivity and business effectiveness to succeed in tomorrow's world	<ul style="list-style-type: none"> ➤ Strives to acquire the technological knowledge needed to succeed in tomorrow's world ➤ Successfully recruits people with needed technological expertise ➤ Effectively manages the use of technology to increase productivity 	
Ensuring Customer Satisfaction	Ensuring collaboration among functions / teams to deliver quality services / products and inspires people to continuously achieve higher levels of customers satisfaction	<ul style="list-style-type: none"> ➤ Inspires people to achieve high levels of customer satisfaction ➤ Views business processes from the ultimate customer perspective (has an "end-to-end" perspective) ➤ Regularly solicits input from customers ➤ Consistently delivers on commitments to customers ➤ Understands the competitive options available to his/her customers 	
Maintaining a Competitive Advantage	Effectively lead the continuous improvement of: <ul style="list-style-type: none"> ➤ Producing better results faster ➤ Mobilizing intellectual capital in the organization ➤ Eliminating waste and unnecessary cost ➤ Delivery of products and services ➤ Achieving long-term shareholder value 	<ul style="list-style-type: none"> ➤ Communicates a positive, can-do sense of urgency toward getting the job done ➤ Holds people accountable for their results ➤ Successfully eliminates waste and unneeded cost ➤ Provides products/services that help the company have a clear competitive advantage ➤ Achieves results that lead to long-term shareholder value 	

Assure Success

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Achieving Personal Mastery	Leaders are improving their leadership effectiveness 'inside out' through: <ul style="list-style-type: none"> ➤ Heightened self-awareness around behaviors, motivators, personal preferences, etc. ➤ Management of their emotions and behaviors ➤ Filling in gaps in competencies 	<ul style="list-style-type: none"> ➤ Deeply understands his/her own strengths and weaknesses ➤ Invests in ongoing personal development ➤ Involves people who have strengths that he/she does not possess ➤ Demonstrates effective emotional responses in a variety of situations ➤ Demonstrates self-confidence as a leader 	
Anticipating Opportunities	<ul style="list-style-type: none"> ➤ Investigating future trends ➤ Anticipating future opportunities ➤ Looking to the future ➤ Develops ideas to meet needs of new environments 	<ul style="list-style-type: none"> ➤ Invests in learning about future trends ➤ Effectively anticipates future opportunities ➤ Inspires people to focus on future opportunities (not just present objectives) ➤ Develops ideas to meet the needs of the new environment 	
Leading Change	<ul style="list-style-type: none"> ➤ Change is an opportunity ➤ Leadership versus management: challenging the status quo ➤ Flexibility ➤ Encouraging creativity ➤ Translating ideas into results 	<ul style="list-style-type: none"> ➤ Sees change as an opportunity, not a problem ➤ Challenges the system when change is needed ➤ Thrives in ambiguous situations (demonstrates flexibility when needed) ➤ Encourages creativity and innovation in others ➤ Effectively translates creative ideas into business results 	

Continuous Change

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