

## A Leadership Competency Model

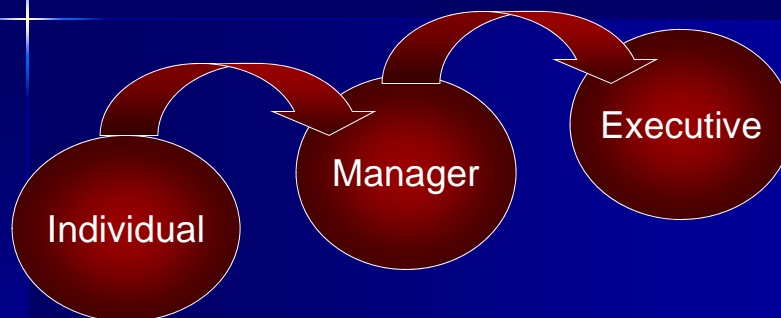
### Lominger Leadership Architect include:

Library Structure "Place Mat"

- 67 Competencies
- 19 Career Stallers and Stoppers
- Competencies and Stallers and Stoppers are further grouped into 26 Clusters
- 8 research-based Factors



## Lominger Career Flow Research



- Performance
- Further Promotion
- Develop Early
- Most Likely Weaknesses
- Flame-out Factors

Executive Coaching • Leadership Development  
Organization Effectiveness • Facilitation • Strategic Human Resource Leadership

## Job Position Evaluation Exercise

### Directions:

1. Review Your Position Description
2. Answer questions on Position Competency Interview Questions

## Job Position Card Sort Exercise

### Directions:

- Clear your desk
- Access green divider cards D, F, G, Place in front of you to label piles
- Shuffle burgundy banner (front) side card, sort them into three piles:

D: Essential  
13 Cards

F: Nice to  
Have  
18 Cards

G: Less  
Important  
36 Cards

- On Library Structure placemat, mark with **Pink** highlighter Competencies in D: Essential or Mission Critical



## THE LEADERSHIP ARCHITECT® LIBRARY

## FACTOR I: STRATEGIC SKILLS

**Cluster A Understanding the Business**

- 5. Business Acumen
- 24. Functional/Technical Skills
- 61. Technical Learning

**Cluster B Making Complex Decisions**

- 17. Decision Quality
- 30. Intellectual Horsepower
- 32. Learning on the Fly
- 51. Problem Solving

**Cluster C Creating the New and Different**

- 2. *Dealing with Ambiguity*
- 14. Creativity
- 28. Innovation Management
- 46. Perspective
- 58. Strategic Agility

## FACTOR II: OPERATING SKILLS

**Cluster D Keeping on Point**

- 16. *Timely* Decision Making
- 50. Priority Setting

**Cluster E Getting Organized**

- 39. Organizing
- 47. Planning
- 62. Time Management

**Cluster F Getting Work Done Through Others**

- 18. Delegation
- 19. Developing Direct Reports and Others
- 20. Directing Others
- 27. Informing
- 35. Managing and Measuring Work

**Cluster G Managing Work Processes**

- 52. Process Management
- 59. *Managing Through* Systems
- 63. Total Work Systems

## FACTOR III: COURAGE

**Cluster H Dealing with Trouble**

- 9. Command Skills
- 12. Conflict Management
- 13. Confronting Direct Reports
- 34. Managerial Courage
- 57. Standing Alone

**Cluster I Making Tough People Calls**

- 25. Hiring and Staffing
- 56. Sizing Up People

## FACTOR IV: ENERGY AND DRIVE

**Cluster J Focusing on the Bottom Line**

- 1. Action Oriented
- 43. Perseverance
- 53. *Drive for* Results

## THE LEADERSHIP ARCHITECT® LIBRARY

## FACTOR V: ORGANIZATIONAL POSITIONING SKILLS

**Cluster K Being Organizationally Savvy**

- 38. Organizational Agility
- 48. Political Savvy

**Cluster L Communicating Effectively**

- 49. Presentation Skills
- 67. Written Communications

**Cluster M Managing Up**

- 6. Career Ambition
- 8. Comfort Around Higher Management

## FACTOR VI: PERSONAL AND INTERPERSONAL SKILLS

**Cluster N Relating Skills**

- 3. Approachability
- 31. Interpersonal Savvy

**Cluster O Caring About Others**

- 7. Caring About Direct Reports
- 10. Compassion

**Cluster P Managing Diverse Relationships**

- 4. Boss Relationships
- 15. Customer Focus
- 21. *Managing Diversity*
- 23. Fairness to Direct Reports
- 42. Peer Relationships
- 64. Understanding Others

**Cluster Q Inspiring Others**

- 36. Motivating Others
- 37. Negotiating
- 60. *Building Effective* Teams
- 65. *Managing Vision* and Purpose

**Cluster R Acting with Honor and Character**

- 22. Ethics and Values
- 29. Integrity and Trust

**Cluster S Being Open and Receptive**

- 11. Composure
- 26. Humor
- 33. Listening
- 41. Patience
- 44. Personal Disclosure

**Cluster T Demonstrating Personal Flexibility**

- 40. *Dealing with Paradox*
- 45. Personal Learning
- 54. Self-Development
- 55. Self-Knowledge

**Cluster U Balancing Work/Life**

- 66. Work/Life Balance

## THE LEADERSHIP ARCHITECT® LIBRARY

## FACTOR VII (S1): TROUBLE WITH PEOPLE

**Cluster V Doesn't Relate Well to Others**

- 101. *Unable to Adapt* to Differences
- 106. Blocked Personal Learner
- 108. Defensiveness
- 112. Insensitive to Others

**Cluster W Self-Centered**

- 103. *Overly Ambitious*
- 104. Arrogant
- 105. Betrayal of Trust
- 107. *Lack of Composure*
- 109. *Lack of Ethics* and Values
- 119. Political Missteps

**Cluster X Doesn't Inspire or Build Talent**

- 110. Failure to Build a Team
- 111. Failure to Staff Effectively
- 117. Overmanaging

## FACTOR VIII (S2): TROUBLE WITH RESULTS

**Cluster Y Too Narrow**

- 113. Key Skill Deficiencies
- 114. Non-Strategic
- 115. Overdependence on an Advocate
- 116. Overdependence on a Single Skill

**Cluster Z Doesn't Deliver Results**

- 102. *Poor Administrator*
- 118. Performance Problems



EXECUTIVE COACHING • LEADERSHIP DEVELOPMENT  
ORGANIZATION EFFECTIVENESS • FACILITATION • STRATEGIC HUMAN RESOURCE LEADERSHIP

## Position Competency Interview Questions

Title: \_\_\_\_\_

Date: \_\_\_\_\_

Name of Incumbent: \_\_\_\_\_

- What are the major challenges this position has now and in the foreseeable future?
- How is success in this position measured?
- What are the processes this position is responsible for?
- What are the barriers or obstacles to success in this position?
- How is this position different than the ones reporting to it?
- What prior functional position is a requirement for this position? (May be more than one)

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*Creating Competitive Companies – One Leader at a Time*

## The LEADERSHIP ARCHITECT® Competency Definitions from Sort Cards

### 1 ACTION ORIENTED

Factor IV: Energy and Drive Cluster J: Focusing on the Bottom Line

#### SKILLED

Enjoys working hard; is action oriented and full of energy for the things he/she sees as challenging; not fearful of acting with a minimum of planning; seizes more opportunities than others.

### 2 DEALING WITH AMBIGUITY

Factor I: Strategic Skills Cluster C: Creating the New and Different

#### SKILLED

Can effectively cope with change; can shift gears comfortably; can decide and act without having the total picture; isn't upset when things are up in the air; doesn't have to finish things before moving on; can comfortably handle risk and uncertainty.

### 3 APPROACHABILITY

Factor VI: Personal and Interpersonal Skills Cluster N: Relating Skills

#### SKILLED

Is easy to approach and talk to; spends the extra effort to put others at ease; can be warm, pleasant, and gracious; is sensitive to and patient with the interpersonal anxieties of others; builds rapport well; is a good listener; is an early knower, getting informal and incomplete information in time to do something about it.

### 4 BOSS RELATIONSHIPS

Factor VI: Personal and Interpersonal Skills Cluster P: Managing Diverse Relationships

#### SKILLED

Responds and relates well to bosses; would work harder for a good boss; is open to learning from bosses who are good coaches and who provide latitude; likes to learn from those who have been there before; easy to challenge and develop; is comfortably coachable.

### 5 BUSINESS ACUMEN

Factor I: Strategic Skills Cluster A: Understanding the Business

#### SKILLED

Knows how businesses work; knowledgeable in current and possible future policies, practices, trends, technology, and information affecting his/her business and organization; knows the competition; is aware of how strategies and tactics work in the marketplace.

### 6 CAREER AMBITION

Factor V: Organizational Positioning Skills Cluster M: Managing Up

#### SKILLED

Knows what he/she wants from a career and actively works on it; is career knowledgeable; makes things happen for self; markets self for opportunities; doesn't wait for others to open doors.

## **7 CARING ABOUT DIRECT REPORTS**

Factor VI: Personal and Interpersonal Skills Cluster O: Caring about Others

**SKILLED**

Is interested in the work and non-work lives of direct reports; asks about their plans, problems, and desires; knows about their concerns and questions; is available for listening to personal problems; monitors workloads and appreciates extra effort.

## **8 COMFORT AROUND HIGHER MANAGEMENT**

Factor V: Organizational Positioning Skills Cluster M: Managing Up

**SKILLED**

Can deal comfortably with more senior managers; can present to more senior managers without undue tension and nervousness; understands how senior managers think and work; can determine the best way to get things done with them by talking their language and responding to their needs; can craft approaches likely to be seen as appropriate and positive.

## **9 COMMAND SKILLS**

Factor III: Courage Cluster H: Dealing with Trouble

**SKILLED**

Relishes leading; takes unpopular stands if necessary; encourages direct and tough debate but isn't afraid to end it and move on; is looked to for direction in a crisis; faces adversity head on; energized by tough challenges.

## **10 COMPASSION**

Factor VI: Personal and Interpersonal Skills Cluster O: Caring about Others

**SKILLED**

Genuinely cares about people; is concerned about their work and non-work problems; is available and ready to help; is sympathetic to the plight of others not as fortunate; demonstrates real empathy with the joys and pains of others.

## **11 COMPOSURE**

Factor VI: Personal and Interpersonal Skills Cluster S: Being Open and Receptive

**SKILLED**

Is cool under pressure; does not become defensive or irritated when times are tough; is considered mature; can be counted on to hold things together during tough times; can handle stress; is not knocked off balance by the unexpected; doesn't show frustration when resisted or blocked; is a settling influence in a crisis.

## **12 CONFLICT MANAGEMENT**

Factor III: Courage Cluster H: Dealing with Trouble

**SKILLED**

Steps up to conflicts, seeing them as opportunities; reads situations quickly; good at focused listening; can hammer out tough agreements and settle disputes equitably; can find common ground and get cooperation with minimum noise.

### **13 CONFRONTING DIRECT REPORTS**

Factor III: Courage Cluster H: Dealing with Trouble

SKILLED

Deals with problem direct reports firmly and in a timely manner; doesn't allow problems to fester; regularly reviews performance and holds timely discussions; can make negative decisions when all other efforts fail; deals effectively with troublemakers.

### **14 CREATIVITY**

Factor I: Strategic Skills Cluster C: Creating the New and Different

SKILLED

Comes up with a lot of new and unique ideas; easily makes connections among previously unrelated notions; tends to be seen as original and value-added in brainstorming settings.

### **15 CUSTOMER FOCUS**

Factor VI: Personal and Interpersonal Skills Cluster P: Managing Diverse Relationships

SKILLED

Is dedicated to meeting the expectations and requirements of internal and external customers; gets first-hand customer information and uses it for improvements in products and services; acts with customers in mind; establishes and maintains effective relationships with customers and gains their trust and respect.

### **16 TIMELY DECISION MAKING**

Factor II: Operating Skills Cluster D: Keeping on Point

SKILLED

Makes decisions in a timely manner, sometimes with incomplete information and under tight deadlines and pressure; able to make a quick decision.

### **17 DECISION QUALITY**

Factor I: Strategic Skills Cluster B: Making Complex Decisions

SKILLED

Makes good decisions (without considering how much time it takes) based upon a mixture of analysis, wisdom, experience, and judgment; most of his/her solutions and suggestions turn out to be correct and accurate when judged over time; sought out by others for advice and solutions.

### **18 DELEGATION**

Factor II: Operating Skills Cluster F: Getting Work Done Through Others

SKILLED

Clearly and comfortably delegates both routine and important tasks and decisions; broadly shares both responsibility and accountability; tends to trust people to perform; lets direct reports and others finish their own work.

## **19 DEVELOPING DIRECT REPORTS AND OTHERS**

Factor II: Operating Skills Cluster F: Getting Work Done Through Others  
SKILLED

Provides challenging and stretching tasks and assignments; holds frequent development discussions; is aware of each person's career goals; constructs compelling development plans and executes them; pushes people to accept developmental moves; will take on those who need help and further development; cooperates with the developmental system in the organization; is a people builder.

## **20 DIRECTING OTHERS**

Factor II: Operating Skills Cluster F: Getting Work Done Through Others  
SKILLED

Is good at establishing clear directions; sets stretching objectives; distributes the workload appropriately; lays out work in a well-planned and organized manner; maintains two-way dialogue with others on work and results; brings out the best in people; is a clear communicator.

## **21 MANAGING DIVERSITY**

Factor VI: Personal and Interpersonal Skills Cluster P: Managing Diverse Relationships  
SKILLED

Manages all kinds and classes of people equitably; deals effectively with all races, nationalities, cultures, disabilities, ages and both sexes; hires variety and diversity without regard to class; supports equal and fair treatment and opportunity for all.

## **22 ETHICS AND VALUES**

Factor VI: Personal and Interpersonal Skills Cluster R: Acting with Honor and Character  
SKILLED

Adheres to an appropriate (for the setting) and effective set of core values and beliefs during both good and bad times; acts in line with those values; rewards the right values and disapproves of others; practices what he/she preaches.

## **23 FAIRNESS TO DIRECT REPORTS**

Factor VI: Personal and Interpersonal Skills Cluster P: Managing Diverse Relationships  
SKILLED

Treats direct reports equitably; acts fairly; has candid discussions; doesn't have hidden agenda; doesn't give preferential treatment.

## **24 FUNCTIONAL / TECHNICAL SKILLS**

Factor I: Strategic Skills Cluster A: Understanding the Business  
SKILLED

Has the functional and technical knowledge and skills to do the job at a high level of accomplishment.



## **25 Hiring and Staffing**

Factor III: Courage Cluster I: Making Tough People Calls

SKILLED

Has a nose for talent; hires the best people available from inside or outside; is not afraid of selecting strong people; assembles talented staffs.

## **26 Humor**

Factor VI: Personal and Interpersonal Skills Cluster S: Being Open and Receptive

SKILLED

Has a positive and constructive sense of humor; can laugh at him/herself and with others; is appropriately funny and can use humor to ease tension.

## **27 Informing**

Factor II: Operating Skills Cluster F: Getting Work Done Through Others

SKILLED

Provides the information people need to know to do their jobs and to feel good about being a member of the team, unit, and/or the organization; provides individuals information so that they can make accurate decisions; is timely with information.

## **28 Innovation Management**

Factor I: Strategic Skills Cluster C: Creating the New and Different

SKILLED

Is good at bringing the creative ideas of others to market; has good judgment about which creative ideas and suggestions will work; has a sense about managing the creative process of others; can facilitate effective brainstorming; can project how potential ideas may play out in the marketplace.

## **29 Integrity and Trust**

Factor VI: Personal and Interpersonal Skills Cluster R: Acting with Honor and Character

SKILLED

Is widely trusted; is seen as a direct, truthful individual; can present the unvarnished truth in an appropriate and helpful manner; keeps confidences; admits mistakes; doesn't misrepresent him/herself for personal gain.

## **30 INTELLECTUAL HORSEPOWER**

Factor I: Strategic Skills Cluster B: Making Complex Decisions

SKILLED

Is bright and intelligent; deals with concepts and complexity comfortably; described as intellectually sharp, capable, and agile.

### **31 INTERPERSONAL SAVVY**

Factor VI: Personal and Interpersonal Skills Cluster N: Relating Skills

#### **SKILLED**

Relates well to all kinds of people, up, down, and sideways, inside and outside the organization; builds appropriate rapport; builds constructive and effective relationships; uses diplomacy and tact; can diffuse even high-tension situations comfortably.

### **32 LEARNING ON THE FLY**

Factor I: Strategic Skills Cluster B: Making Complex Decisions

#### **SKILLED**

Learns quickly when facing new problems; a relentless and versatile learner; open to change; analyzes both successes and failures for clues to improvement; experiments and will try anything to find solutions; enjoys the challenge of unfamiliar tasks; quickly grasps the essence and the underlying structure of anything.

### **33 LISTENING**

Factor VI: Personal and Interpersonal Skills Cluster S: Being Open and Receptive

#### **SKILLED**

Practices attentive and active listening; has the patience to hear people out; can accurately restate the opinions of others even when he/she disagrees.

### **34 MANAGERIAL COURAGE**

Factor III: Courage Cluster H: Dealing with Trouble

#### **SKILLED**

Doesn't hold back anything that needs to be said; provides current, direct, complete, and "actionable" positive and corrective feedback to others; lets people know where they stand; faces up to people problems on any person or situation (not including direct reports) quickly and directly; is not afraid to take negative action when necessary.

### **35 MANAGING AND MEASURING WORK**

Factor II: Operating Skills Cluster F: Getting Work Done Through Others

#### **SKILLED**

Clearly assigns responsibility for tasks and decisions; sets clear objectives and measures; monitors process, progress, and results; designs feedback loops into work.

### **36 MOTIVATING OTHERS**

Factor VI: Personal and Interpersonal Skills Cluster Q: Inspiring Others

#### **SKILLED**

Creates a climate in which people want to do their best; can motivate many kinds of direct reports and team or project members; can assess each person's hot button and use it to get the best out of him/her; pushes tasks and decisions down; empowers others; invites input from each person and shares ownership and visibility; makes each individual feel his/her work is important; is someone people like working for and with.

### **37 NEGOTIATING**

Factor VI: Personal and Interpersonal Skills Cluster Q: Inspiring Others

#### **SKILLED**

Can negotiate skillfully in tough situations with both internal and external groups; can settle differences with minimum noise; can win concessions without damaging relationships; can be both direct and forceful as well as diplomatic; gains trust quickly of other parties to the negotiations; has a good sense of timing.

### **38 ORGANIZATIONAL AGILITY**

Factor V: Organizational Positioning Skills Cluster K: Being Organizationally Savvy

#### **SKILLED**

Knowledgeable about how organizations work; knows how to get things done both through formal channels and the informal network; understands the origin and reasoning behind key policies, practices, and procedures; understands the cultures of organizations.

### **39 ORGANIZING**

Factor II: Operating Skills Cluster E: Getting Organized

#### **SKILLED**

Can marshal resources (people, funding, material, support) to get things done; can orchestrate multiple activities at once to accomplish a goal; uses resources effectively and efficiently; arranges information and files in a useful manner.

### **40 DEALING WITH PARADOX**

Factor VI: Personal and Interpersonal Skills Cluster T: Demonstrating Personal Flexibility

#### **SKILLED**

Can act in ways that seem contradictory; is very flexible and adaptable when facing tough calls; can combine seeming opposites like being compassionately tough, stand up for self without trampling others, set strong but flexible standards; can act differently depending upon the situation; is seen as balanced despite the conflicting demands of the situation.

### **41 PATIENCE**

Factor VI: Personal and Interpersonal Skills Cluster S: Being Open and Receptive

#### **SKILLED**

Is tolerant with people and processes; listens and checks before acting; tries to understand the people and the data before making judgments and acting; waits for others to catch up before acting; sensitive to due process and proper pacing; follows established process.

### **42 PEER RELATIONSHIPS**

Factor VI: Personal and Interpersonal Skills Cluster P: Managing Diverse Relationships

#### **SKILLED**

Can quickly find common ground and solve problems for the good of all; can represent his/her own interests and yet be fair to other groups; can solve problems with peers with a minimum of noise; is seen as a team player and is cooperative; easily gains trust and support of peers; encourages collaboration; can be candid with peers.

### **43 PERSEVERANCE**

Factor IV: Energy and Drive Cluster J: Focusing on the Bottom Line

SKILLED

Pursues everything with energy, drive, and a need to finish; seldom gives up before finishing, especially in the face of resistance or setbacks.

### **44 PERSONAL DISCLOSURE**

Factor VI: Personal and Interpersonal Skills Cluster S: Being Open and Receptive

SKILLED

Shares his/her thoughts about personal strengths, weaknesses, and limitations; admits mistakes and shortcomings; is open about personal beliefs and feelings; is easy to get to know to those who interact with him/her regularly.

### **45 PERSONAL LEARNING**

Factor VI: Personal and Interpersonal Skills Cluster T: Demonstrating Personal

Flexibility

SKILLED

Picks up on the need to change personal, interpersonal, and managerial behavior quickly; watches others for their reactions to his/her attempts to influence and perform, and adjusts; seeks feedback; is sensitive to changing personal demands and requirements and changes accordingly.

### **46 PERSPECTIVE**

Factor I: Strategic Skills Cluster C: Creating the New and Different

SKILLED

Looks toward the broadest possible view of an issue/challenge; has broad-ranging personal and business interests and pursuits; can easily pose future scenarios; can think globally; can discuss multiple aspects and impacts of issues and project them into the future.

### **47 PLANNING**

Factor II: Operating Skills Cluster E: Getting Organized

SKILLED

Accurately scopes out length and difficulty of tasks and projects; sets objectives and goals; breaks down work into the process steps; develops schedules and task/people assignments; anticipates and adjusts for problems and roadblocks; measures performance against goals; evaluates results.

### **48 POLITICAL SAVVY**

Factor V: Organizational Positioning Skills Cluster K: Being Organizationally Savvy

SKILLED

Can maneuver through complex political situations effectively and quietly; is sensitive to how people and organizations function; anticipates where the land mines are and plans his/her approach accordingly; views corporate politics as a necessary part of organizational life and works to adjust to that reality; is a maze-bright person.

## **49 PRESENTATION SKILLS**

Factor V: Organizational Positioning Skills Cluster L: Communicating Effectively  
SKILLED

Is effective in a variety of formal presentation settings: one-on-one, small and large groups, with peers, direct reports, and bosses; is effective both inside and outside the organization, on both cool data and hot and controversial topics; commands attention and can manage group process during the presentation; can change tactics midstream when something isn't working.

## **50 PRIORITY SETTING**

Factor II: Operating Skills Cluster D: Keeping on Point  
SKILLED

Spends his/her time and the time of others on what's important; quickly zeros in on the critical few and puts the trivial many aside; can quickly sense what will help or hinder accomplishing a goal; eliminates roadblocks; creates focus.

## **51 PROBLEM SOLVING**

Factor I: Strategic Skills Cluster B: Making Complex Decisions  
SKILLED

Uses rigorous logic and methods to solve difficult problems with effective solutions; probes all fruitful sources for answers; can see hidden problems; is excellent at honest analysis; looks beyond the obvious and doesn't stop at the first answers.

## **52 PROCESS MANAGEMENT**

Factor II: Operating Skills Cluster G: Managing Work Processes  
SKILLED

Good at figuring out the processes necessary to get things done; knows how to organize people and activities; understands how to separate and combine tasks into efficient work flow; knows what to measure and how to measure it; can see opportunities for synergy and integration where others can't; can simplify complex processes; gets more out of fewer resources.

## **53 DRIVE FOR RESULTS**

Factor IV: Energy and Drive Cluster J: Focusing on the Bottom Line  
SKILLED

Can be counted on to exceed goals successfully; is constantly and consistently one of the top performers; very bottom-line oriented; steadfastly pushes self and others for results.

## **54 SELF-DEVELOPMENT**

Factor VI: Personal and Interpersonal Skills Cluster T: Demonstrating Personal Flexibility  
SKILLED

Is personally committed to and actively works to continuously improve him/herself; understands that different situations and levels may call for different skills and approaches; works to deploy strengths; works on compensating for weakness and limits.

## **55 SELF KNOWLEDGE**

Factor VI: Personal and Interpersonal Skills Cluster T: Demonstrating Personal Flexibility

**SKILLED**

Knows personal strengths, weaknesses, opportunities, and limits; seeks feedback; gains insights from mistakes; is open to criticism; isn't defensive; is receptive to talking about shortcomings; looks forward to balanced (+s and -s) performance reviews and career discussions.

## **56 SIZING UP PEOPLE**

Factor III: Courage Cluster I: Making Tough People Calls

**SKILLED**

Is a good judge of talent; after reasonable exposure, can articulate the strengths and limitations of people inside or outside the organization; can accurately project what people are likely to do across a variety of situations.

## **57 STANDING ALONE**

Factor III: Courage Cluster H: Dealing with Trouble

**SKILLED**

Will stand up and be counted; doesn't shirk personal responsibility; can be counted on when times are tough; willing to be the only champion for an idea or position; is comfortable working alone on a tough assignment.

## **58 STRATEGIC AGILITY**

Factor I: Strategic Skills Cluster C: Creating the New and Different

**SKILLED**

Sees ahead clearly; can anticipate future consequences and trends accurately; has broad knowledge and perspective; is future oriented; can articulately paint credible pictures and visions of possibilities and likelihoods; can create competitive and breakthrough strategies and plans.

## **59 MANAGING THROUGH SYSTEMS**

Factor II: Operating Skills Cluster G: Managing Work Processes

**SKILLED**

Can design practices, processes, and procedures which allow managing from a distance; is comfortable letting things manage themselves without intervening; can make things work through others without being there; can impact people and results remotely.

## **60 BUILDING EFFECTIVE TEAMS**

Factor VI: Personal and Interpersonal Skills Cluster Q: Inspiring Others

**SKILLED**

Blends people into teams when needed; creates strong morale and spirit in his/her team; shares wins and successes; fosters open dialogue; lets people finish and be responsible for their work; defines success in terms of the whole team; creates a feeling of belonging in the team.

## **61 TECHNICAL LEARNING**

Factor I: Strategic Skills Cluster A: Understanding the Business

SKILLED

Picks up on technical things quickly; can learn new skills and knowledge; is good at learning new industry, company, product, or technical knowledge—like internet technology; does well in technical courses and seminars.

## **62 TIME MANAGEMENT**

Factor II: Operating Skills Cluster E: Getting Organized

SKILLED

Uses his/her time effectively and efficiently; values time; concentrates his/her efforts on the more important priorities; gets more done in less time than others; can attend to a broader range of activities.

## **63 TOTAL WORK SYSTEMS (E.G. TQM/ISO/SIX SIGMA)**

Factor II: Operating Skills Cluster G: Managing Work Processes

SKILLED

Is dedicated to providing organization or enterprise-wide common systems for designing and measuring work processes; seeks to reduce variances in organization processes; delivers the highest quality products and services which meet the needs and requirements of internal and external customers; is committed to continuous improvement through empowerment and management by data; leverages technology to positively impact quality; is willing to re-engineer processes from scratch; is open to suggestions and experimentation; creates a learning environment leading to the most efficient and effective work processes.

## **64 UNDERSTANDING OTHERS**

Factor VI: Personal and Interpersonal Skills Cluster P: Managing Diverse Relationships

SKILLED

Understands why groups do what they do; picks up the sense of the group in terms of positions, intentions, and needs; what they value and how to motivate them; can predict what groups will do across different situations.

## **65 MANAGING VISION AND PURPOSE**

Factor VI: Personal and Interpersonal Skills Cluster Q: Inspiring Others

SKILLED

Communicates a compelling and inspired vision or sense of core purpose; talks beyond today; talks about possibilities; is optimistic; creates mileposts and symbols to rally support behind the vision; makes the vision sharable by everyone; can inspire and motivate entire units or organizations.

## **66 WORK / LIFE BALANCE**

Factor VI: Personal and Interpersonal Skills Cluster U: Balancing Work/Life

SKILLED

Maintains a conscious balance between work and personal life so that one doesn't dominate the other; is not one-dimensional; knows how to attend to both; gets what he/she wants from both.

## **67 WRITTEN COMMUNICATIONS**

Factor V: Organizational Positioning Skills Cluster L: Communicating Effectively  
SKILLED

Is able to write clearly and succinctly in a variety of communication settings and styles; can get messages across that have the desired effect.

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