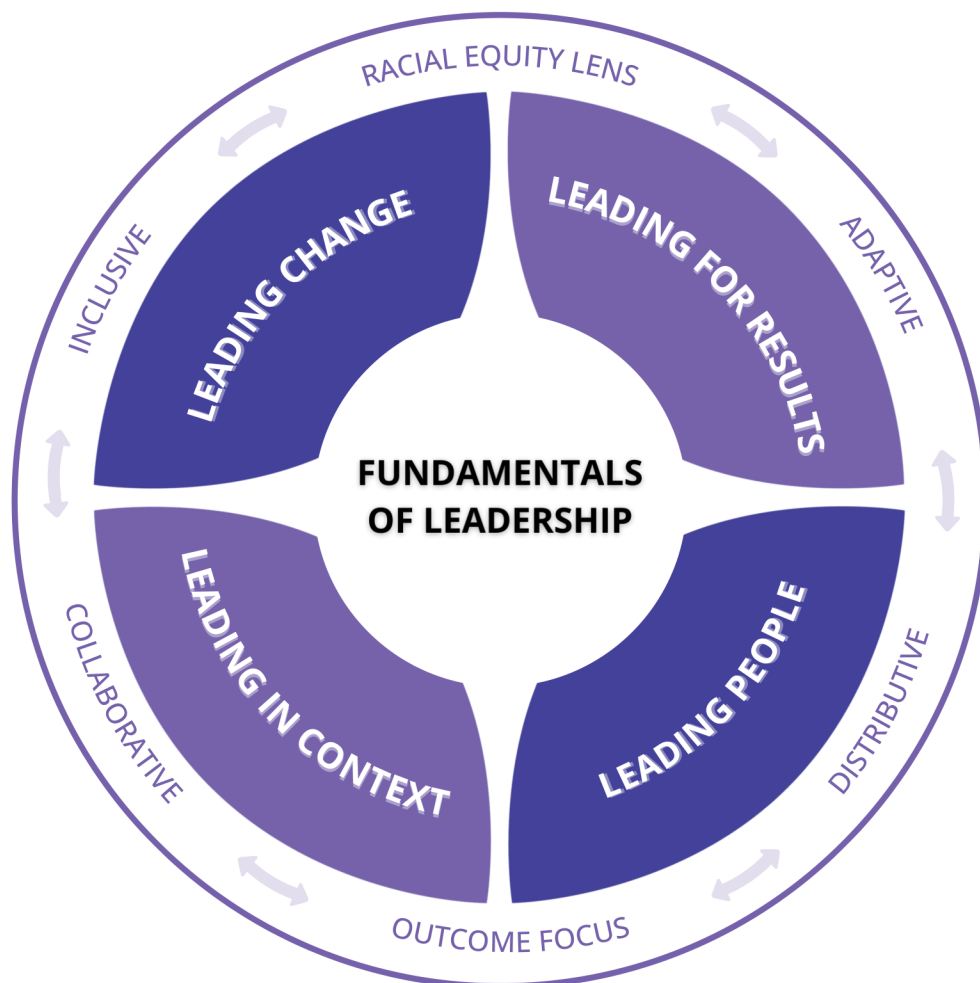


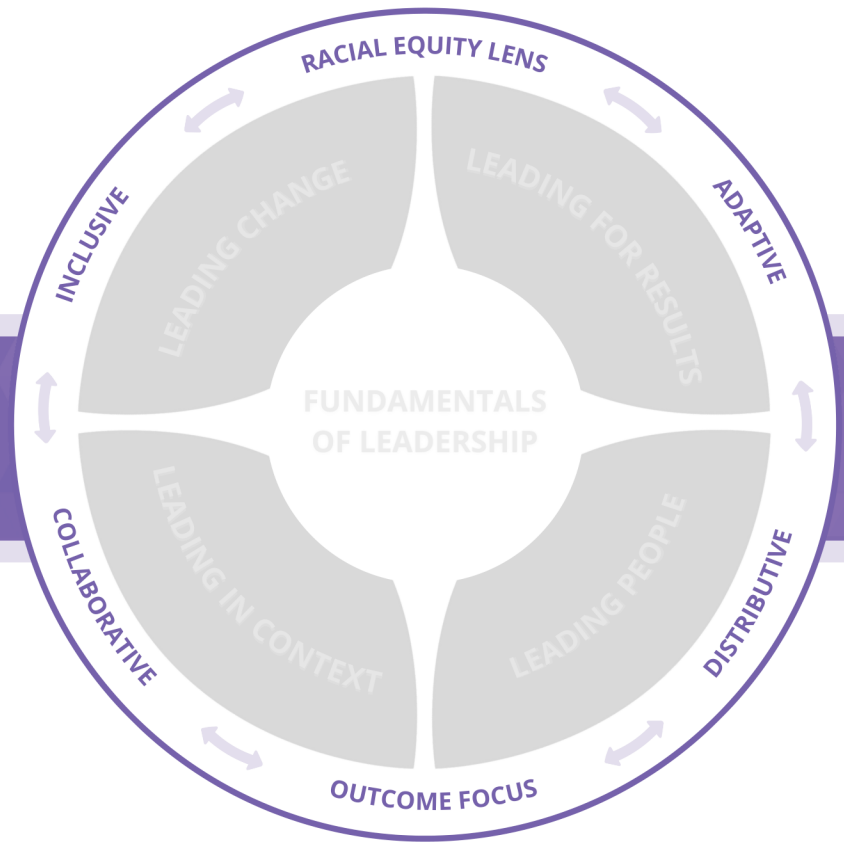
# LEADERSHIP COMPETENCY FRAMEWORK

The Institute for Leadership Development is rooted in a leadership competency framework — developed by the National Child Welfare Workforce Institute — that defines the standards of performance excellence to guide child welfare and youth justice leaders as they advance effective practice. Through this framework, we set clear expectations about the necessary knowledge, skills and attitudes for different leadership roles, and offer leadership development opportunities based on the same principles.

As depicted in the graphic below, the centralized Fundamental Competencies contribute to a leader’s success in the surrounding competency domains: Leading Change, Leading in Context, Leading for Results, and Leading People. The outer ring contains the principles that are value-based in nature and support each competency domain, creating a cohesive framework for leaders.

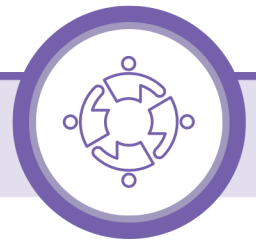


# LEADERSHIP PRINCIPLES



## LEADERSHIP PRINCIPLES

The framework offers value-based principles that weave through each of the competencies, so while the competencies are distinct, the integration of these guiding principles creates cohesion.



### **Adaptive**

Leaders have the capacity to deal with the constantly changing world through resiliency and the ability to build upon what has worked in the past while giving up practices that no longer work and learning new ways of dealing with challenges.

### **Collaborative**

Through internal and external engagement of stakeholders, leaders focus on a common purpose by creating partnerships within the program and in the community, including with families.

### **Distributive**

Staff at all levels of the organization from workers to executive managers have opportunities to demonstrate leadership, as specific titles or positions on the organizational chart do not have a monopoly on leadership.

### **Inclusive**

Leaders welcome numerous perspectives from all stakeholders in the change process, leading to better decisions and outcomes.

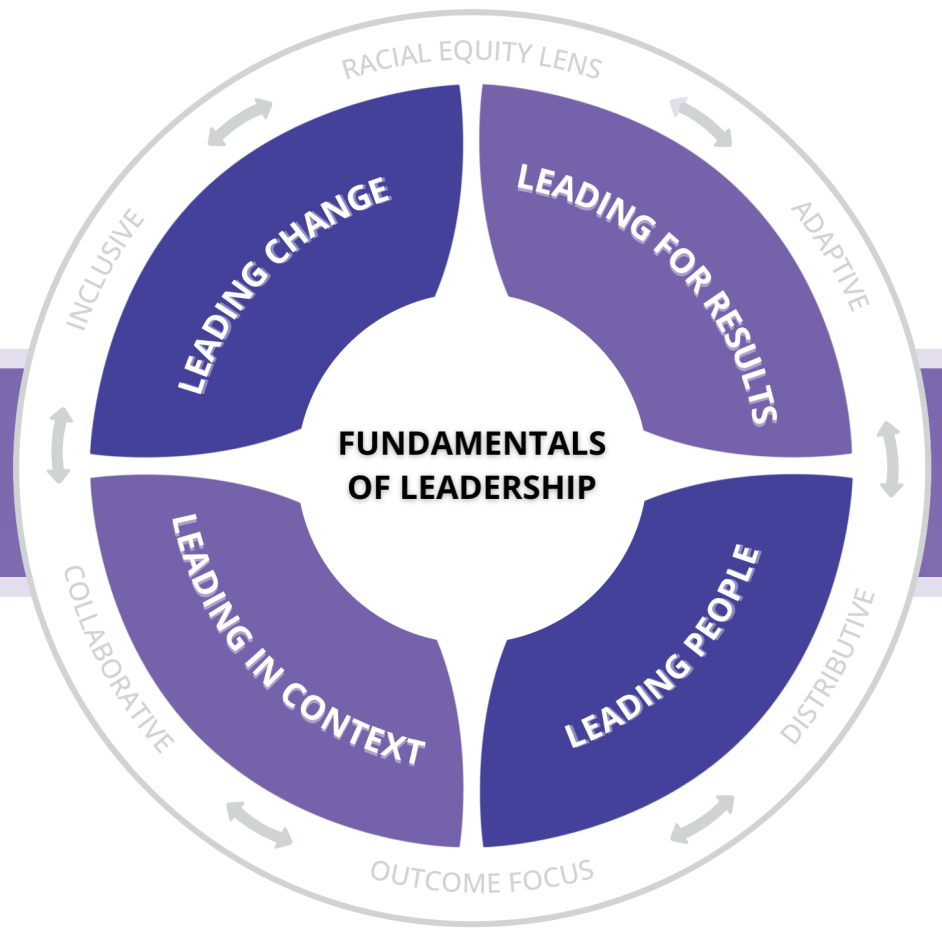
### **Outcome Focused**

Leaders use data to inform decisions and attain desired results that benefit children, youth, and families and the workforce that serves them.

### **Racial Equity Lens**

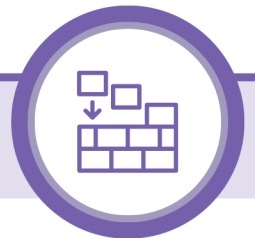
Leaders intentionally examine data and improve policies, practices, programs, and organizational cultural messages so that race no longer determines outcomes.

# DOMAINS & COMPETENCIES



## FUNDAMENTALS OF LEADERSHIP

Fundamental competencies are foundational for success in each of the competency domains and are achieved through self-reflection and focus on individual qualities contributing to a leader's success.



### Use of Self

Has a sense of presence and self-assurance; recognizes how their emotions and moods affect the organization and adapts accordingly; sets a personal example of what they expect from others; readily shares credit and provides opportunities for the recognition of others' work.

### Communication

Communicates effectively in a variety of ways, including oral and written mechanisms; listens carefully to input and feedback; probes for new ideas and invites responses; creates open channels of communication; keeps others well informed; encourages others to express contrary views.

### Equity

Demonstrates use of an equity lens as a leader by improving organizational policies, practices, and procedures that create and sustain fairness, equity, and a diverse, inclusive organization.

### Vision

Takes an aspirational and long-term view and builds a shared vision with others; has a personal vision and contributes to realizing the organization's vision; acts as a catalyst for organizational change; influences others to translate vision into action.

### Integrity/Honesty

Behaves in an honest, fair, and ethical manner; shows consistency in words and actions; models high ethical standards.

# LEADING CHANGE

This domain involves the ability to effect strategic change, both within and outside the organization; meet organizational goals and realize the organization's mission and vision; and lead implementation efforts in a continuously changing environment by adjusting accordingly.



## **Strategic Thinking**

Formulates objectives and priorities; implements plans consistent with the long-term interests of the organization in a global environment; capitalizes on opportunities and manages risks.

## **Building Consensus**

Endeavors to reach agreement about the need and approach for change; solicits input from a variety of stakeholders; listens attentively and responds to concerns; compromises as appropriate to move forward.

## **Implementing**

Understands and utilizes staged and phased implementation; describes the implementation drivers and personal supports (internal and external) needed to promote sustainable change; continuously assesses progress and adjusts as needed.

## **Creating and Innovating**

Develops new insights into situations; questions conventional approaches; encourages new ideas and innovations; designs and implements new or cutting-edge programs/processes.

## **Flexibility**

Possesses an openness to change and new information; rapidly adapts to new information, changing conditions, or unexpected obstacles.

# LEADING IN CONTEXT

This domain involves the ability to assess, understand, and manage the internal and external environments in order to build collaborations among organizational divisions, federal agencies, state and local governments, tribal organizations, and non-profit and private sector organizations to achieve common goals.



## **Partnering**

Develops diverse and inclusive networks and builds alliances; collaborates across boundaries to build strategic relationships and achieve common goals.

## **Thinking Politically**

Identifies the internal and external politics that impact the work of the organization; perceives organizational and political realities and acts accordingly.

## **Managing Conflict**

Encourages creative tension and differences of opinions; anticipates and takes steps to prevent counter-productive confrontations; manages and resolves conflicts and disagreements in a constructive manner.

## **Influencing/Negotiating**

Persuades others; builds consensus through give and take; gains cooperation from others to obtain information and accomplish goals.

# LEADING FOR RESULTS

This domain involves the ability to meet organizational goals and service expectations. Decisions are made using data whenever possible and leaders apply technical knowledge, analyze problems, and calculate risks to produce high-quality results.



## Using Data

Understands data in a variety of formats; employs data visualization techniques; proactively reviews and addresses racial equity data; uses data to inform decision-making and communicate ideas and results.

## Accountability

Holds self and others accountable for high quality, timely, and cost-effective results; maintains focus on outcomes; determines objectives, sets priorities, and delegates work; accepts responsibility for mistakes; complies with established control systems and rules.

## Planning and Organizing

Organizes work, sets priorities, and determines resources requirements; determines necessary sequence of activities needed to achieve goals; handles multiple demands and competing priorities; sets high performance expectations for team members; sets clear performance expectations and objectives; holds others accountable for achieving results; successfully finds resources, training, tools, etc., to support staff needs.

## Problem Solving

Identifies and analyzes problems; weighs relevancy and accuracy of information; generates and evaluates alternative solutions; makes recommendations.

# LEADING PEOPLE

This domain involves the ability to lead people toward realizing the organization's vision, mission, and goals. Inherent to this domain is the ability to provide an inclusive workplace that fosters the development of others, facilitates cooperation and teamwork, and promotes job satisfaction.



## Team Building

Inspires and fosters team commitment, spirit, pride, and trust; facilitates cooperation and motivates team members to accomplish group goals.

## Developing Others

Develops others' ability to perform and contribute to the organization by providing opportunities to learn through formal and informal methods; gives timely, specific feedback and helpful coaching; adapts approach to each individual; ensures that employees are appropriately recruited, selected, appraised, and rewarded; acts to address performance problems.

## Resilience

Deals effectively with pressure; remains optimistic and persistent even in the face of adversity; stays calm and clear-headed under high stress or during a crisis; recovers quickly from setbacks.

## Influencing Culture/Climate

Promotes a positive organizational climate and culture so all staff feel supported and valued; encourages individual well-being and collective civility to improve job satisfaction.

## Cultural Responsiveness

Respects and relates well to people from varied backgrounds; open to understanding diverse worldviews; sees diversity as an opportunity to learn about cultural groups while appreciating the complexity of individual differences; challenges bias and intolerance; seeks ongoing learning on cultural issues.