

Sample Qualifications for Leader Competencies

General information and approaches on writing and setting qualifications for a position can be found on the [HR Tool Box](#) in [Assessing and Setting Qualifications](#). An agency may also choose to collaborate with their MMB [Agency and Applicant Services contact](#).

When identifying which qualifications to include for a position it is important to note that they should be relevant to an incumbent being successful in the position. Any qualifications should be tied to specific responsibilities within the position description.

Competency: Leading Self

- Experience communicating with individuals from a wide variety of backgrounds and perspectives.
- Experience integrating culturally competent approaches into working with others.
- Demonstrated ability to listen actively through successful facilitation and/or consensus building initiatives.
- Experience successfully incorporating multiple and diverse perspectives into one's work.
- Experience with managing conflict effectively.
- Experience with effectively managing and/or leading diverse partners or constituent groups through change.
- Experience pursuing and/or advocating for continuing professional development.
- Experience developing positive working relationships with people from multiple backgrounds and perspectives.
- Demonstrated ability to seek out and integrate customer feedback into work assignments and processes.



Competency: Leading Others

- Experience in managing team members and engaging in performance management-based conversations.
- Ability to hold difficult conversations and resolve conflict.
- Ability to hold team members accountable for their work product and meeting established goals.
- Demonstrated ability to create a positive work culture.
- Experience hosting career conversations with team members and providing feedback during performance reviews.
- Experience delegating or assigning responsibilities or providing developmental opportunities to team members.
- Ability to identify gaps or historical inequities in hiring practices or policies and to develop solutions addressing these issues.
- Demonstrated skill in working with various cultures and building bridges across various communication styles.
- Experience understanding and acknowledging the unique contributions of others and ensuring customers and colleagues have opportunities to provide input.

Competency: Leading the Organization

- Ability to create and communicate a strategic vision for the organization and a roadmap to achieve the vision.
- Experience using reliable data sources to drive decision making and solve problems.
- Demonstrated ability to influence others and/or compel change throughout an organization.
- Ability to prioritize projects and initiatives by aligning people and resources to meet the needs and strategies of the organization.
- Experience working with diverse points of view and incorporating them both internally and externally when prioritizing initiatives, making decisions, and developing strategies.
- Ability to operate within ambiguous situations.
- Experience integrating culturally competent approaches into one's leadership approach.
- Experience developing, leading, and implementing both formal and informal recognition efforts.
- Experience using customer or community feedback, knowledge and perspectives to inform organizational strategies and decisions.

Competency: Leading Outside the Organization

- Ability to develop networks and build alliances with a diverse group of people and a variety of communities.
- Ability to identify internal and external pressures/roadblocks that impact or may impact the work of the agency and navigate them effectively.
- Demonstrated ability to facilitate conversations and actions to build consensus even at times where stakeholders may have conflicting interests.
- Experience serving as a trusted resource or relationship manager to external partners.

- Experience engaging with the community to bridge community needs and expectations with agency needs and expectations.
- Experience in policymaking and practices that eliminate barriers that prevent people from accessing, engaging with, or effectively using services provided by an agency.
- Experience navigating difficult or sensitive situations by acting thoughtfully and responding appropriately.
- Experience establishing ongoing feedback structures with customers or community to inform organizational strategies and decisions.

Competency: Getting Work Done

- Experience identifying project challenges and modifying or adjusting course to meet objectives.
- Experience collaborating and seeking out feedback from subject matter experts and peers when reviewing or planning work.
- Experience creating plans, as well as identifying and analyzing data to measure improvement or evaluate successes.
- Experience with budgeting and financial management.
- Experience engaging actively and proactively with diverse communities and perspectives.
- Experience in a work environment that actively works to correct inequities and disparities.
- Demonstrated ability using customer-centered approaches to improve procedures, operations or services.

For more examples, please refer to the definitions, key skills and behavior responses under each competency in the [Leadership Competencies Guide](#).