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Overview

In addition to the typical experience, academic credentials, and certification requirements, four types of performance criteria are created for the specific position and include: roles, competencies, leadership styles, and derailers/failure factors.

1. _____ are mini-position descriptions that describe the different hats the position incumbent must wear well at different times to be successful.
2. _____ are the knowledge, skills, talents, and dispositions required to execute the roles at a high level.
3. _____ are constellations of competencies and skills that must be applied when the leader is faced with different job demands – the right style at the right time facilitates role execution. Flexibility in the use of styles is essential. There are eight styles, with the four functional styles being *I*, *C*, *C*, *C*, the four dysfunctional styles being *H*, *C*, *L*, *F*.
4. _____ are attributes of a person, that in the context of the position being filled, almost always ensure failure, even if the person possesses many of the competencies and leadership styles required. They are not just the flip side of one of the competencies, as they reflect unique negative characteristics.

ROLE SAMPLE

COMPETENCY SAMPLE

<p>C7. C B DF (-): ! "# \$ % & ' () * + , ' \$ & - . + - # " , (& ' (- *) & - * " ' "</p> <p>*****' \$ & '#/012'-1*3'&2*0#4 45/'&6*4)47)"1*32#*2\$('\$*1&\$8)*</p> <p>*****' (2)*15%%)11#.*2)*#'\$/\$/':\$& #/\$/+*32#*%\$//*%#&'75&)*</p> <p>*****&#&'1*15%)11,*</p> <p>:!</p> <p>a. Identify how the external stakeholder can impact the achievement of organizational goal.</p> <p>b. Build understanding and buy-in of organizational goal into a agreed goal of stakeholder.</p> <p>c. Engage community members for the purpose of building buy-in for the organization and for improving the quality of life of community members.</p>	<p>B24. CA A (-): Under and how to execute influence will and a degree to get the job done at a high level; i.e. ma.</p> <p>B :</p> <p>a. Under and the formal and informal role/a hierarchy in achieving organizational and external understanding of effective influence goal, plan, and a degree aimed at meeting objective.</p> <p>b. Lead team; know when to back off or fight and the data.</p> <p>c. Have a final need sense of timing: when individual or group will be most often being influenced.</p> <p>d. Under and the need for and emotional coalition and a political</p>
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