

City of Berkeley
LEADERSHIP COMPETENCIES
(Competencies in **bold** are baseline)

I. STRATEGIC MANAGEMENT

Big Picture Orientation

- **Oriented toward achieving goals and results**
- **Looks outward and connects the daily work to a larger purpose and to the community being served**
- Understands the big picture basis for public policies and for the programs that implement those policies
- Promotes understanding of the broad perspective/big picture to employees and others

Planning, Implementing & Evaluating

- Sets priorities and coordinates staff work to meet objectives
- Identifies and integrates fiscal information and implications in the development of objectives, goals and policies
- Manages projects and project teams to achieve objectives
- Coordinates with other parts of the organization and community to ensure quality products and services
- Ensures that activities, services, and/or products continue to meet organizational mission, objectives, policies and customer needs

Critical Thinking & Decision-Making

- **Able to analyze information, make sound decisions, and learn from mistakes**
- **Takes a creative approach to problem solving and decision-making**
- Acts decisively when timely action is needed, even in uncertain or difficult situations
- Understands the accountability and risk associated with decision making

Solution Oriented

- Anticipates potential problems and their impact, as well as opportunities for success
- Encourages employees and others to identify potential problems and obstacles at both the individual and organizational levels, and to initiate appropriate problem solving processes and techniques
- Collaborates and negotiates internally and externally as appropriate to solve problems and achieve group goals
- Remains solution-oriented when problems arise

Flexibility & Change Management

- **Embraces change and finds it interesting and/or exciting**
- **Looks forward rather than backward; sees opportunity in crisis**
- **Adapts behavior and work methods in response to ambiguity, contradictions, new information, changing conditions or unexpected obstacles**
- Creates an environment that empowers and supports others to initiate and carry out needed organizational change
- Applies innovative solutions to make improvements and to move beyond traditional organizational boundaries

II. LEADERSHIP

Self-Direction & Development

- **Demonstrates personal initiative and a strong work ethic**
- **Demonstrates technical proficiency and stays current in areas of responsibility**
- **Demonstrates proficiency in “basic tools” of the City appropriate to classification and assigned work, and actively seeks to upgrade technical skills through training**
- **Demonstrates desire to make public service a career**
- **Demonstrates personal time and attendance management**
- Is open to constructive feedback
- Continues professional development

Modeling

- **Values customer service**
- Demonstrates and encourages high standards of honesty, integrity, trust, openness, and respect for others as reflected in how daily job responsibilities are handled
- Inspires, motivates, and guides others toward goal accomplishment
- Contributes to and promotes an open healthy environment in which employees feel valued
- Fosters cooperation, teamwork and team identity

Developing Others

- Develops expertise and abilities in others via coaching, teaching, and mentoring
- Provides accurate, ongoing feedback and holds others accountable for their performance
- Provides staff with training and development opportunities

III. COMMUNICATION

Interpersonal Skills & Sensitivity

- **Demonstrates COB core competencies by communicating effectively and respectfully when interacting with others individually and in teams, and by managing conflict constructively when it arises**
- **Recognizes the value of cultural, ethnic, gender, and other individual differences at all levels of the organization and views them as an organizational asset**
- Is able to establish and maintain productive working relationships with both internal and external customers throughout the organization and with the community

Communicating Information & Ideas

- **Demonstrates strong verbal and written communication skills**
- Makes clear and effective oral presentations to individuals and groups
- Effectively handles difficult and contentious audiences