



Leadership Framework



Leadership Framework



Leading by Example

Self

Enduring

- Acts with integrity
- Communicates effectively
- Makes sound and timely decisions
- Innovates to create value
- Focuses on priorities
- Deepens domain and industry expertise

Leading Others

Team

Enduring

- Engages, energizes, and inspires commitment
- Leads high performance teams
- Leads and facilitates successful projects
- Simplifies and improves processes
- Respects and leverages differences

Leading the Business

Organization

Enduring

- Creates a shared vision
- Develops and executes strategic plans
- Leads and drives transformational change
- Displays business and financial acumen
- Fosters and manages talent

Leadership Framework



Leading by Example

Self

Future Focus

- Embraces technology
- Listens to learn and build trust
- Demonstrates learning agility
- Collaborates effectively and builds powerful networks
- Displays optimism and resilience

Leading Others

Team

Future Focus

- Develops others by coaching and mentoring
- Leads and empowers virtual teams
- Influences in a matrix environment
- Creates an open and respectful culture
- Leads with heart and courage

Leading the Business

Organization

Future Focus

- Balances risk and performance
- Builds strategic alliances and partnerships
- Applies systems thinking for successful end to end solutions
- Focuses on customers and markets

Organizational Focus



Leaders were asked which capabilities will impact the ability to drive the highest level of performance and engagement....

- Leads with Heart and Courage
- Focuses on customers and markets
- Embraces technology
- Collaborates effectively and builds networks
- Develops others by coaching and mentoring

Leads with Heart and Courage



- Faces up to problems quickly and directly. Says what needs to be said at the right time, to the right person, in the right manner
- Demonstrates respect by being authentic especially in a crisis
- Minimizes the negative human impact of necessary but adverse decisions and actions

Focuses on customer and markets



- Dedicated to meeting the expectations and requirements of internal and external customers. Externally focused on the market and its opportunities for business growth
- Makes 'getting connected' to the customers their highest priority to better predict and provide customers with what they really want

Embraces technology



- Demonstrates interest, knowledge and skill in technologies and technical applications
- Promotes connections and interactions through text, voice, graphics, video, shared workspaces or combinations of these forms
- Knows what kind of communication and collaboration technology to use and when
- Uses social media to effectively listen to and connect with current and prospective employees, customers and stakeholders

Collaborates effectively and builds networks



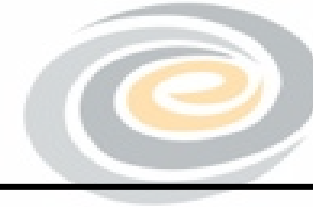
- Builds wide and diverse partnerships and networks internally and externally by working in good faith, keeping commitments, listening, reciprocally creating and sharing knowledge to achieve a common goal.

Develops others by coaching and mentoring



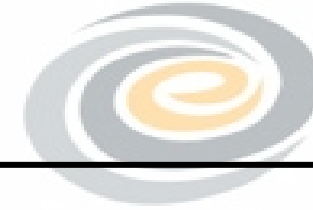
- Builds skills/knowledge by identifying and improving capabilities in their employees
- Provides support and feedback to help team members recognize ways in which they can improve their effectiveness
- Connects employees with others who can be helpful in growing their careers

Leading by Example



Enduring		Future Focus	
Acts with unyielding integrity	<ul style="list-style-type: none"> • Acts in accordance with business values and policy; follows through on promises: uses ethical considerations to guide decisions and actions • Encourages others to take socially responsible actions and challenges unethical actions of others 	Embraces technology	<ul style="list-style-type: none"> • Demonstrates interest, knowledge and skill in technologies and technical applications • Promotes connections and interactions through text, voice, graphics, video, shared workspaces or combinations of these forms • Knows what kind of communication and collaboration technology to use and when • Uses social media to effectively listen to and connect with current and prospective employees, customers, and stakeholders
Communicates effectively	<ul style="list-style-type: none"> • Expresses ideas clearly, consistently, persuasively and strategically. • Listens effectively • Shares information about decisions, plans and activities in a timely and constructive way leading to alignment, action and commitment 	Listens to learn and build trust	<ul style="list-style-type: none"> • Open and receptive to differing views, practices. • Uses active listening and can accurately restate the opinions of others even when he/she disagrees. Asks clarifying and confirming questions to achieve understanding • Frames criticism and feedback as opportunity to learn and improve -- self, products and/or services
Makes sound and timely decisions	<ul style="list-style-type: none"> • Evaluates alternatives and effectively selects from a number of options and commits to a future course of action .. sometimes with incomplete information, conflicting inputs and under tight deadlines and pressure • Balances process with instinct 	Demonstrates learning agility	<ul style="list-style-type: none"> • Adapts quickly to new, complex, ambiguous, risky or changing conditions. LA is regarded as a prime indicator of leadership potential • To become an agile learner, you need a solid commitment to learning, a willingness to put yourself in challenging situations and actively seek and accept feedback about your performance
Innovates to create value	<ul style="list-style-type: none"> • Solves real world problems by thinking clearly and creatively. • Engages and partners with others inside and outside the organization to seek out, generate and implement ideas resulting in the adoption of valued new products, processes or services • Displays courage and tenacity in championing ideas 	Collaborates effectively & builds powerful networks	<ul style="list-style-type: none"> • Builds wide and diverse partnerships and networks internally and externally by working in good faith, keeping commitments, listening, reciprocally creating and sharing knowledge to achieve a common goal
Focuses on priorities	<ul style="list-style-type: none"> • Determines the mission critical few • Understands what will help or hinder accomplishing a goal • Acts to eliminate roadblocks • Communicates clear and consistent priorities 	Displays optimism & resilience	<ul style="list-style-type: none"> • Faces the reality of a current situation, determining the right response and taking action fueled by determination, persistence and a belief in personal capabilities • Adopts, and responds to stressful situations, setbacks or crisis quickly and confidently with a problem-solving mindset
Deepens domain & Financial Services expertise	<ul style="list-style-type: none"> • Acquires special and expert knowledge/skills in a particular area or subject through professional training and practical experience and builds a reputation as a credible, helpful resource to others • In tune with industry dynamics...continuously develops understanding of industry products, services, regulations, and competitors as well as the roles and contributions of functional areas within financial services 		

Leading Others



Enduring		Future Focus	
Engages, energizes and inspires commitment	<ul style="list-style-type: none"> Relates to employees on a human level and earns employees commitment to the business and its goals by knowing, connecting, coaching, empowering and appreciating employees 	Develops others by coaching & mentoring	<ul style="list-style-type: none"> Builds skills/knowledge by identifying and improving capabilities in their employees Provides support and feedback to help team members recognize ways in which they can improve their effectiveness Connects employees with others who can be helpful in growing their careers
Leads high performance teams	<ul style="list-style-type: none"> Establishes practices and processes that effectively build and maintain effective teams including hiring the right people; having clear goals and roles, setting high performance standards, as well as developing, coaching and rewarding employees based on merit. Uses tools effectively to manage performance including goal setting, development plans Helps team members resolve work-life balance issues 	Leads and empowers virtual teams	<ul style="list-style-type: none"> Develops the kinds of processes and relationships needed to keep employees connected, motivated, empowered and goal-attaining through physical, operational and relational distances
Leads & facilitates successful projects	<ul style="list-style-type: none"> Selects and develops the best team possible guiding it in the right direction and ensuring that members benefit from the experience Achieves success with a committed sponsor and team, well defined and approved goals and team charter; critical milestones; success metrics; a viable project plan that can be altered to accommodate change 	Influences in a matrix environment	<ul style="list-style-type: none"> Collaborates across boundaries of organization, geography and time Integrates and aligns staff who work in different locations and functions Negotiates among the competing objectives of multiple platform and functional managers Establishes mechanisms to help resolve the inevitable conflicts that arise
Simplifies & improves processes	<ul style="list-style-type: none"> Empowers the team to apply a systematic approach to improving team or organization business processes to make them more effective, more efficient, and more capable of adapting to an ever-changing environment 	Creates an open & respectful culture	<ul style="list-style-type: none"> Unifies and enables people to cooperate to achieve team goals by establishing shared values and shared norms around professionalism and consideration of others Invites and is receptive to input about all aspects of team and leadership performance; encourages open communication among team members
Respects and leverages differences	<ul style="list-style-type: none"> Effectively leads groups made up of diverse people with differences in age, gender, ethnicity, nationality and values by creating a shared culture and cultural synergy within the workplace. Ability to read into situations, contexts and behaviors that are culturally rooted and be able to react to them appropriately. Open to new interpretations beyond own cultural biases Meets the needs of diverse customers 	Leads with heart & courage	<ul style="list-style-type: none"> Faces up to problems quickly and directly. Says what needs to be said at the right time, to the right person, in the right manner Demonstrates respect by being authentic especially in a crisis Minimizes the negative human impact of necessary but adverse decisions and actions

Leading the Business



Enduring		Future Focus	
Creates a shared vision	<ul style="list-style-type: none"> Creates and communicates a compelling mental image of a possible and desirable future state of the organization Makes the vision sharable by everyone. Effectively delivers and manages the message. Paints a positive "we can do it" that motivates. Regularly updates on progress Achieves credibility and commitment by behaving and making decisions in line with the vision 	Balances Risk and Performance	<ul style="list-style-type: none"> Thinks of risk more broadly in terms of overall performance and lessens volatility in financial risk/risk exposure Anticipates internal and external risk factors before they become full blown problems Makes risk a more central part of the review of operations and performance Links managerial decisions with risks associated with them
Develops and executes strategic plans	<ul style="list-style-type: none"> Anticipates future consequences, has broad knowledge and perspective Positions the firm for competitive advantage and continued success by developing long-term objectives that translate vision into realistic business and operational strategies Builds organizational systems and accountabilities that deliver results and make change happen 	Builds strategic alliances and partnerships	<ul style="list-style-type: none"> Develops partnerships that leverage market opportunities and respond to customer needs allowing them to do so more efficiently and effectively than they could separately Spreads risk and fosters trust enabling partners to act in Joint best interests Determines the strategic fit among partners so that: objectives match and action plans show synergy; capabilities/resources are complementary; and privileged and confidential information is shared
Leads & drives transformational change	<ul style="list-style-type: none"> Uses a set of processes to ensure that significant changes are implemented in a planned and systematic way Employs Leading Change tools and methods effectively to lead people through change Develops effective and creative responses to changes over which the organization has little control Acknowledges the human/emotional reactions to change and helps people navigate through the change cycle to a new direction 	Applies Systems Thinking for successful end to end solutions*	<ul style="list-style-type: none"> Employs a set of principles and practices to see the whole picture and organizational impact involved with change. Sees around corners and strategizes with key stakeholders to optimize the benefits and mitigate the risk of complex change
Displays business and financial acumen	<ul style="list-style-type: none"> Uses business knowledge, data and insight to balance information about business drivers such as revenue, costs, customer needs and relative performance trends to guide short and long term activities and make business decisions Manages operational costs and budgets 	Focuses on customers and markets	<ul style="list-style-type: none"> Dedicated to meeting the expectations and requirements of internal and external customers. Externally focused on the market and its opportunities for business growth Makes "getting connected" to customers their highest priority to better predict and provide customers with what they really want
Fosters & managers talent	<ul style="list-style-type: none"> Employs plans and processes to track and manage employee talent Visibly champions learning and an integrated and systems approach to development incorporating training, experience, feedback and mentoring Provides challenging stretch tasks and assignments that strengthen talent pipeline 	Operates effectively in regulated environments	<ul style="list-style-type: none"> Understand the scope of financial and government regulations and your business can establish closer alignment with its compliance obligations [ethical, legal, global, regulatory, corporate] Realizes the potential contribution of market discipline to financial safety and soundness Builds and reinforces a compliance culture

Questions




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BOTTINEAU COUNTY

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