

General leadership and management competencies

These are general leadership and management competencies that are required at some level by everyone in knowledge sharing organisations. They are defined in three 'team' levels (strategic leader, team leader, team member) plus a fourth level that covers the general competencies required by everyone working in such an organisation.

To find the description of each competency match J to U in Table iii with the team and employee levels 1 to 4 e.g. J3, L4, etc. Then go to Table iv, which contains the descriptions in alphanumeric order. If you are using the electronic version of the dictionary click on the competency and you will be linked to the description.

Knowledge and information management competencies are summarised as A to I in Table i and are described in Table ii. In the electronic version [click here](#) to move to that section.

Table iii General leadership and management competencies - Framework

	K&IM Strategic leader 1	K&IM Team leader 2	K&IM Team member 3	All employees 4
J	Demonstrates breadth of vision	Demonstrates analysis and judgment	Uses information effectively	Uses appropriate information sources
K	Generates ideas	Innovates	Demonstrates creativity and solutions orientation	Demonstrates innovative problem solving
L	Generates options for change	a. Develops and delivers change b. Demonstrates commercial awareness	a. Adapts to change b. Scans and reviews market opportunities	Adapts to new and changing circumstances and commits to lifelong learning
M	Demonstrates a high level of interpersonal skills	Demonstrates customer/colleague focus	Works with others	Supports colleagues
N	Facilitates team working	Develops the team	Takes responsibility for team tasks	Contributes to team objectives
O	Develops people	Develops team members	Develops self	Supports training and development objectives
P	Influences	a. Manages relationships b. Negotiates	a. Demonstrates impact b. Values others	Builds positive relationships
Q	Inspires others	Builds confidence in decisions	Engenders support	Takes the lead when appropriate
R	Communicates direction of the organisation	Communicates direction to team	Interprets and presents key messages	Communicates effectively
S	Leads implementation	a. Undertakes effective resource and business planning b. Achieves results c. Manages projects effectively	a. Undertakes task planning b. Pays attention to detail	Undertakes personal planning
T	Seeks continuous improvement	Achieves quality outcomes	Introduces improvements	Demonstrates quality awareness
U	Secures resources	a. Identifies resource requirements b. Develops budgets and financial business cases c. Plans and makes a case for human resources	Ensures productive utilisation of resources	Demonstrates awareness of resource planning