The Development Guide details specific desired behaviors and outlines learning options for each of the 15 competencies in the Leadership Competency Model. The guide is a tool that helps you select coursework, publications, self-directed learning or activities specifically designed to meet your learning needs, based on your assessment results.

Leadership Competency Model

- **Knowledge**
  - marketing
  - running the business
  - finance
  - human capital
  - strategic planning

- **Behavior**
  - focus and drive
  - emotional intelligence
  - building trust
  - conceptual thinking
  - systems thinking

- **Skill**
  - change management
  - coaching/mentoring
  - communication
  - negotiation
  - problem solving

The Leadership Center staff assists leaders and managers to match resources and opportunities to their specific professional development needs.

leaders moving science and technology into the future
Focus & Drive

The competency of focusing on a goal and harnessing your energy in order to meet that goal—a balance between the components of focus and drive.

Behavior & Skill Components

**Focus:** The ability to identify an important goal or vision and to channel efforts at specific targets that support that goal or vision.
- Maintains focus when disruptions might detract attention from key issues and objects.
- Is able to pick out and target the projects or initiatives that require special attention.
- Displays single-mindedness in directing energy at key targets.
- Is able to focus on key tasks when faced with limited time and/or resources.
- Devotes at least 80% of time to the top 20% of priorities.

**Drive:** The ability to persevere, sacrifice (when necessary), and expend high degrees of energy to reach high levels of performance.
- Acts decisively to make things happen.
- Strives to set and achieve ambitious goals rather than settling for the “safety” of achievable results.
- Overcomes potential stumbling blocks to achieve an objective.
- Displays a willingness to do whatever it takes to “get it done.”
- Displays stamina and energy over the long term in achieving high standards of performance.

The LANL Institutes

**The Leadership Institute**

**The Management Institute**

Professional Success Series

External Courses
- MIT: Management of Technology Program
- Carnegie Mellon University: Management in Technology Organizations
- UC Berkeley: Managing Managers & Professionals

Self-Directed Learning

Publications


Activities

- Serve on a new project or product review committee.
- Work short periods in other units.
- Use seed budget on a personal project or idea.
The competency of understanding and mastering your emotions (and recognizing the emotions of others) in a way that instills confidence, motivates, inspires, enhances group effectiveness—a balance between the components of perception and emotional maturity.

Behavior – Skill Components:

Perception: The ability to read the emotions and thoughts of others through the use of insight, empathy, and observational skills.
- Exhibit consideration of the feelings of others when or before taking action.
- Treats each person differently according to his or her unique makeup.
- Takes into account the impact of emotions and feelings on a situation.
- Understands the psychological and emotional needs of people.
- Considers the impact of his/her own behavior or decisions on other people.

Emotional Maturity: The ability to master emotions and cope with stress in a way that instills confidence, motivates, and enhances group effectiveness.
- Creates a positive environment through the use of sincerity and optimism.
- Demonstrates maturity in reassuring teams and individuals in the face of setbacks.
- Demonstrates an ability to control and filter emotions in a constructive way.
- Models how to handle failure by accepting setbacks with grace and renewed determination.
- Is consistent in moods that invite participation and open up communication.

The LANL Institutes

The Leadership Institute

Professional Success Series

LANL Internal Courses
7 Habits of Highly Effective People

External Courses
University of South Carolina: Management Development for Engineers & Technical Professionals
Pennsylvania State University: Engineers & Scientists as Managers
Center for Creative Leadership:
  Leadership Development Program
  Managing for Commitment

Self-Directed Learning cont.
C-MAST, Leadership Qualities (web)
Managing Your Boss and Peers (High Performance Management CD-ROM)
Dealing with Conflict & Confrontation 1, 2, 3, Rhode (Video Courses)

Activities

Handle a negotiation with a customer.
Deal with an organizational crisis.
Make peace with an adversary.

Publications

Building Trust/Enabling Others

The competency of effectively influencing others by evoking their trust and by placing trust in others to enable their success—a balance between commitment and empowerment.

Behavior – Skill Components:

Commitment: The ability to evoke trust from others by keeping commitment; recognizing individual contributors; setting a personal example; and building shared goals, values, and vision.
• Creates a view of the future that motivates others.
• Gains the trust and loyalty of others by fulfilling the commitments made to them.
• Stimulates strong commitment to collective efforts through praise and recognition of individual contributions.
• Sets a clear example for others by following through on important commitments.
• Inspires dedication to the organization’s shared goals and values through visible actions.

Empowerment: The ability to help others reach higher levels of performance through trust, delegation, participation, and coaching.
• Displays trust in others by giving them additional responsibilities.
• Displays confidence in others by delegating key tasks and functions.
• Displays a strong commitment to the success of others by providing clear feedback on issues and behavior (and not the person).
• Gives others the power to participate in decision making and to share in the responsibility.
• Provides whatever is needed to help others take charge of their work and successfully produce results.

Activities
Help team members resolve conflict.
Delegate tasks that offer developmental challenges.
Establish regular, two-way communication with team members.

Publications

The LANL Institutes
The Leadership Institute
The Management Institute
Professional Success Series
LANL Courses
Director's Workshops for Leaders: Managing Safety, Health, & the Environment
External Courses
Menninger Leadership Center: Motivation & Behavior; A Professional & Personal Seminar for Executives.
UC Berkeley: Managing Managers & Professionals Center for Creative Leadership: Leadership Development Program
Self-Directed Learning
CMAST: Leadership Roles & Responsibilities (Web)
Leading and Motivating (Harvard ManageMentor)
Conceptual Thinking

The competency of conceiving and selecting innovative strategies and ideas for your organization—a balance between the components of innovation and big-picture thinking.

Behavior – Skill Components:

**Innovation**: The ability to create or enhance new ideas, products, and services through challenging assumptions and thinking “out of the box.”
- Asks “What if?” questions to test assumptions and challenge the status quo.
- Seeks better solutions to problems instead of falling back on obvious ones.
- Demonstrates an ability to create new business ideas by thinking “out of the box.”
- Demonstrates creativity in developing and/or improving ideas and concepts.
- Creates innovative concepts that have growth or profit potential.

**Big-Picture Thinking**: The ability to conceptualize and clarify all of the forces, events, entities, and people that are affecting (or are being affected by) the situation at hand.
- Searches for and conceptualizes the underlying or systemic causes that drive a problem.
- Intuitively forms ideas that clarify the many possibilities in a complex situation.
- Makes connections between and among information, events, etc., that reveal key issues or opportunities.
- Comes up with new concepts or distinctions that better organize the interpretation of ambiguous data, information, or events.
- Asks questions to try to form a complete picture of seemingly unrelated information, events, etc.

**The LANL Institutes**

**The Leadership Institute**

**Professional Success Series**

External Courses
Cornell University: Strategic Decision Making & Critical Thinking

**Publications**


**Activities**

Summarize a new trend or technique and present to others.
Do a postmortem on a failed project.
Look for applications from new technical areas.

Last Updated: 7 September 1999
The competency of rigorously and systematically connecting processes, events, and systems—a balance between the components of process orientation and mental discipline.

Behavior – Skill Components:

**Process Orientation:** The ability to increase overall learning and performance by designing, implementing, and/or connecting critical work processes.
- Takes steps to make sure that new ideas are integrated with established procedures and processes.
- Adheres to processes to make sure that the right people are involved in a project.
- Talks about and perceives the organization in terms of highly interrelated work processes.
- Ensures successful implementation by building and connecting processes within the organization.
- Demonstrates a commitment to build processes by documenting critical action steps and organizational learnings.

**Mental Discipline:** The ability to logically and thoughtfully sort through ambiguity and alternatives with a rigor and discipline that crystallizes ideas for action.
- Displays rigor and discipline in thinking in difficult situations.
- Thoughtfully reaches decisions by reviewing ideas and assumptions with key individuals within the organization.
- Crystallizes thoughts by deliberately and systematically steering through ambiguity and information clutter.
- Critically and thoroughly analyzes the data available on alternatives when seeking the best solution to a problem.
- Thinks through problems in a logical and well-organized fashion.

**Professional Success Series**

**External Courses**
- MIT: Management of Change in Complex Organizations
- Center for Creative Leadership: Developing the Strategic Leader
- Innovation Associates: Leadership and Mastery

**Publications**


**Activities**

- Manage a project.
- Plan a new project or major change to a project.
- Integrate systems across units.
Change Management

The skill of adapting to & thriving in times of internal or external change.

Skills:

- Successfully provides a visible anchor for others in times of great change, i.e., by reaffirming key goals or values.
- Helps detect and resolve team breakdowns resulting from change.
- Is able to convince others of the need for change due to critical organizational objectives.
- Learns and develops new skills or behaviors to adapt to constant, sometimes turbulent change.
- Recognizes and helps to remedy individual or collective barriers to the implementation of change.

Activities

- Lead a change effort within your organization.
- Manage a team during rapid growth.
- Implement a major new process in your team.

Publications

Coaching/Mentoring

The skill of mastering a comfortable coaching style & using it strategically to improve performance.

Skills:

• Uses a variety of methods (reason, inspiration, etc.) to help individuals attain higher levels of performance.
• Helps others recognize their areas of weakness in a constructive, beneficial manner.
• Identifies and confronts critical development issues and barriers with respect to peers, reports, etc.
• Instills a sense of confidence in others – even those who are convinced that “they can’t do it.”
• Helps others work their way through problems or crises.

Activities

Attend a self-awareness course.
Delegate a task you previously felt was too difficult for someone else to do.
Teach a course or workshop.
Assign an activity with a tight deadline.

Publications

O’Dell, Carla, et al. If Only We Knew What We Know: The Transfer of Internal Knowledge and Best Practice. 1998.
Communication

The skill of communicating & relating to a broad range of people internally & externally.

Skills:

• Represents and articulates viewpoints in a way that positively influences the dialogue.
• Communicates effectively with individuals up, down, and across the organization.
• Distills ideas into focused messages that inspire support and action from others.
• Presents opinions accurately and persuasively—both one-on-one and to a group.
• Effectively communicates to all those who need to be informed.

Activities

Participate as Lab spokesperson in one of the outreach programs.
Present a proposal or report to top management or project sponsor.
Summarize a new trend/technique; present to others.
Teach a course or workshop, or write a speech for someone higher in the organization.

Publications

Negotiation

The skill of arriving at & reaching understandings & agreements with a broad range of people internal & external to your organization.

**Skills:**

- Uses fact and argument to create a “meeting of the minds” among stakeholders with differing viewpoints.
- Helps different constituencies fashion solutions that are “win-win” for all involved.
- Finds “common ground” to accommodate the conflicting needs and wants of different stakeholders.
- Persuasively uses relevant data and information to gain needed sponsorship and buy-in from others.
- Reaches agreements with individuals (internal and external) that benefit the organization.

**Professional Success Series**

**External Courses**
- University of Pennsylvania: Wharton Executive Negotiation Workshop: Bargaining for Advantage
- University of Chicago: Negotiations & Decision Making
- MIT: Negotiation, Theory & Practice
- Stanford: Negotiation & Influence Strategies

**Self-Directed Learning**
- Negotiating (Harvard ManageMentor)

**Publications**


**Activities**

- Handle a negotiation with a customer.
- Do a project with another function.
- Go off site to troubleshoot problems.
- Deal with an organizational crisis.
- Collaborate with subordinates to set performance management goals and objectives.
Problem Solving

The skill of employing analytical abilities, pragmatism, & other tools to resolve complex problems in a variety of contexts.

Skills:

• Fashions solutions by synthesizing and applying relevant information and data.
• Employs thorough analysis and pragmatism to sort through options and reach timely solutions.
• Spots what is at the root of a problem, i.e., distinguishes its symptoms from its causes.
• Breaks down a problem or a situation into discrete parts that are easier to manage.
• Figure out how to solve problems, even those that appear hopeless.

Professional Success Series

External Courses
- UCLA: Technical Management Program
- Center for Creative Leadership: Leading Creatively
- Harvard: Effective Decision Making

Self-Directed Learning
- CMAST: Problem Solving (Web)
- Solving Business Problems (Harvard ManageMentor)

Activities

- Lead task force on a pressing organizational problem.
- Lead a project with a tight deadline.
- Do a problem prevention analysis.
- Conduct a postmortem on a failed project.

Publications


Marketing

The knowledge of how to market expertise, technology, services, programs, etc.

Capabilities:

- Analyze Market Trends: Collects pertinent information regarding employment and economic conditions in the area; identifies trends in customer spending/demographics/funding that affect the laboratory business development opportunities.
- Articulate Fundamentals: Effectively and appropriately reduces complex goals or issues, tasks and/or problems to a workable set of fundamentals so that others can understand and take necessary action.
- Establish Credibility: Expresses values of openness and trust in ways that are functional for the real needs of the organization; quickly builds rapport.
- Demonstrate Knowledge of Customer Operations: Understands the basics of how customers operate their businesses; (e.g. rules and procedures), & uses this information in developing proposals/contracts, and in negotiations.

Activities

Go to a campus as a recruiter.
Spend a week with customers; write a report.
Make a presentation to senior management about a recommended project.

Publications


Thurber, James, PhD. Rivals for Power: Presidential Congressional Relations. 1996.

Thurber, James, PhD., with Nelson, Candice. Campaigns and Elections, American Style. 1995.

The LANL Institutes

The Management Institute

Professional Success Series

LANL Internal Courses
Program Development Overview: The Process for Funding Your Future
Program Development: Proposal Writing
Program Development: Presentation Skills

External Courses
Brookings Institute:
American Defense & National Policymaking
Seminar for Executives on the Legislative Process
Congress & Money
Understanding the Science & Technology Enterprise: The Political & Economic Contexts
University of Chicago: Marketing Analysis & Decision Making
UC Berkeley: Advanced Marketing Strategies for High Technology Companies
The Washington Campus: Shaping of Public Policy in Washington

Self-Directed Learning

Writing for Business (Harvard ManageMentor)
Running the Business

The knowledge of how to coordinate the efforts & components of your organization, divisions, projects, or programs.

Capabilities:

- Demonstrates Knowledge of the Customer: Understands the basics of how customers operate their businesses: (e.g. rules and procedures), and uses this information in developing proposals, contracts, and in negotiations.
- Knowledge of Laboratory Standards & Practices: Demonstrates a clear understanding of the laboratory's operating philosophy, ethics, goals, and practices.
- Manages Change: Demonstrates the ability to initiate, adjust and manage changing conditions, processes or other developments that require a shift from previous approaches to new approaches.

The LANL Institutes

The Management Institute

Professional Success Series

LANL Internal Courses
Director's Workshops for Leaders: Managing Safety, Health, & the Environment
Managing the Institution
Essentials of Supervision
Laboratory Procurement: Making It Work for You
Property Awareness: Mastering the Ins and Outs of Property

External Courses
Case Western Reserve University: Executive Management of Technology
Brookings Institute:
  - Issues in Science & Technology
  - Emerging Issues in Public Management
  - Leadership in a Changing Policy Environment
  - Giving Congressional Testimony
The Washington Campus:
  - Business & the Public Policy Process: How Washington Works
  - Executive Policy Institute
  - Executive Public Policy Institute
  - Shaping of Public Policy in Washington
Vanderbilt University: Insights into Managerial Effectiveness
University of Texas at Austin: Institute for Managerial Leadership for Engineers, Computer Professionals, & Scientists
University of Pittsburgh: Management in Technology Organizations

Self-Directed Learning
Supervising Fitness for Duty (Web)
Foreign Visits and Assignments (Web)
Export/Import and Foreign Matters (Web)
C-MAST, Leadership Roles & Responsibilities (web)
Project Management (Harvard ManageMentor)

Activities
Launch a new project or program.
Use seed budget on a personal idea/project.
Supervise cost-cutting.
Deal with a business crisis.

Publications


Last Updated: 7 September 1999
Finance

The knowledge of how to manage, deploy, & leverage capital (both internal & external to your organization).

Capabilities:

• Matches Performance to Budget: Ensures work is done correctly, on time and within budget.
• Knowledge of Policies and Procedures: Understands and follows laboratory policies and procedures and understands how they affect the tasks and responsibilities of the jobs within your organization.
• Project Management: Demonstrates effective skill in planning supervision, monitoring, and accomplishing goals of specific project requirements. Includes balancing the task requirements within the constraints of schedules and budgets.
• Ability to Forecast: Develops realistic plans and budgets for the future.

The LANL Institutes

The Management Institute

Professional Success Series

LANL Internal Courses
Budgeting for Managers

External Courses
Carnegie Mellon University: Finance for the Technology Manager
Northwestern University: Finance for Executives
University of Chicago: Finance for Executives in Non-financial Management

Self-Directed Learning
Finance Essentials (Harvard ManageMentor)

Activities

Supervise product, program, equipment, or systems purchases.
Lead a task force on a business problem.
Follow a new product/system through an entire cycle.
Human Capital

The knowledge of how to employ, deploy, & shape the talents of the people within your organization.

Capabilities:
• Employee Development: Provides a stimulating and challenging work environment encouraging creativity, training/education, and facilitating developmental opportunities.
• Coaching: Helps subordinates identify and resolve problems that affect their job performance or professional development.
• Courage: Possesses the courage to tell the truth and lead the way.

Activities
Participate in the Lab's mentoring program as a mentor.
Insure that all employees in your organization have development plans.
Incorporate workforce planning components into your business plans.

Publications

The LANL Institutes

The Leadership Institute
The Management Institute

Professional Success Series

External Courses
Stanford University:
  Managing Technology & Strategic Innovation
Harvard:
  Strategic Human Resources Management
  Managing People for Maximum Performance
  Promoting Innovation & Creativity
University of South Carolina:
  Management Development Program for Engineers & Technical Professionals
University of Tennessee: Engineer/Scientist as a Manager: Leading Professionals

Self-Directed Learning
Giving & Receiving Feedback & Keeping Teams on Target (Harvard ManageMentor) (Web)
Managing Your Work Group (Harvard CD)
Empowerment: How to Build an Empowered Workplace (video, book, workbook)
CMAST: Leadership Skills (Web)
Workplace Violence (Web)
Substance Abuse Awareness Program for Employees (Web)
LANL Mentoring Program

Last Updated: 7 September 1999
Strategic Planning

The knowledge of how to set long-term & short-term yardsticks for your organization, division, project, or program.

Capabilities:

- Future Oriented: Helps customers think more strategically and in the future tense.
- Tactical Analysis: Sees the long-range implications of decisions and develops short-term tactics in light of the political, economic, & technological trends likely to affect the organization.

Publications


Luther, W. How to Develop a Business Plan in 15 Days. AMACOM, 1994.


