The Seven Leadership Competencies of CPM (NCPMC) Goals and Objectives

May, 2020

1. **Personal and Organizational Integrity**
   Today, managers must acknowledge their role in shaping organizational ethics and the role they play in creating an organizational climate that strengthens the relationships and reputations on which their organizations success depends. Leaders achieve this by modeling ethical awareness and maintaining a sense of trust through critical and courageous conversations and consistent words and actions.

   - Increasing Ethical Awareness
   - Modeling Appropriate Workplace Behaviors
   - Identifying Potential Ethical Problems and Conflicts of Interest
   - Building and Maintaining Trust
   - Demonstrating Legal and Policy Compliance
   - Seeking internal and external collaborative opportunities both, virtually, and in-person
   - Mastering Crucial and Courageous Conversations
   - Demonstrates consistency between words and actions
   - Exercises power, authority and influence appropriately

2. **Managing Work**
   Work management is a continuous process, where work is strategically aligned to the organizational goals to effectively get things done. By working together leaders empower others through personal responsibility and empowerment allowing an organization to grow and thrive.

   - Strategic Planning to Align with Organizational Goals
   - Developing Organizational Policies/Procedures for Financial, Technological, and Human resources.
   - Empowering Others through a Motivational Environment
   - Building Skills to Provide Feedback and Coaching
   - Evaluating Workloads and Performance as a process.
   - Utilizing leadership skills to create culture, maintain it, and grow it
   - Takes personal responsibility while encouraging others to do the same in a safe environment.

3. **Leading People**

   Exemplary leadership is a way of being, whether one is leading others or leading one's own life. Leadership can be developed; it is a choice to embrace one's authenticity and empower others to act. Leaders provide the vision to accomplish, even the simplest, of tasks of what the organization is trying to accomplish and how they fit into it. Leadership is **not** *managing the demands of each day; it is taking people in a direction.*

   - Articulates a Shared Vision to Establish Focus
   - Promotes a Diverse and Inclusive Workforce
   - Facilitates Collaboration and understands the interests of other stakeholders
   - Fosters Commitment, Group Identity, Pride, and Team Spirit
   - Enables Others to Act
   - Demonstrates executive presence
   - Leverages the power of multi-generational teams
   - Embraces Authenticity, connection, and engagement
   - Proactively manages conflicts resulting from organizational change and acts decisively when action is required

4. **Developing Self**

   Personal-development is a lifelong process and can be described as many things, but at its core, is the expansion of self-awareness. Ultimately, personal-development and its results can enhance our quality of life and increase our satisfaction. Personal-development is the process of creating and living one's most authentic life' – one that's unique to the individual, their dreams, passions, and needs.

   - Commitment to Continuous Learning
   - Personal Management Skills
   - Identify Ways to Recognize and Utilize Individuality and Differences
   - Increased Self Awareness for Better Communication; in-person and verbally
   - Maintain Professional Interpersonal Relationships
   - Builds resiliency to manage personal and organizational anxiety calmly and with confidence
   - Utilize Emotional Intelligence to raise awareness
   - Develops and implements methods to share knowledge with others
   - Seeks feedback from others and uses it for personal growth

5. **Systemic Integration**
   Boosting productivity and improving the workflow of an organization is essential if it is to succeed. Systems integration is a great way to achieve these goals; however, it cannot be achieved without meaningful advocacy and creative innovations, both internally and externally.

   - Evaluating for Continuous Alignment of Policy Strategies
   - Objective Analysis of Data in Decision Making
   - Gather and Synthesize Information for a Meaningful Approach
   - Dynamic Approach to Systems & Processes for Continuous Improvement
   - On-going Review and Feedback to Assure Strategic Alignment
   - Fostering a hybrid of skills in various job functions to navigate an ever-changing dynamic
   - Leading virtual teams and independent contractors

6. **Public Service Focus**
   Public service is a service through collaboration both internally and externally, resulting in a quality stakeholder experience. It exudes trust and stewardship for the common good by contributing to the common good through accountability and transparency.

   - Understanding the Fundamental Role of Public Servants
   - Delivering Quality Stakeholder Experiences to the Public
   - Building Collaborative Relationships Internally and Externally
   - Managing the Public Trust through Stewardship of Public Resources
   - Contributing to the Common Good through Accountability and Transparency
   - Establishing a functional and appropriate social media presence
   - Demonstrates a personal commitment to quality public service

7. **Change Leadership**
   Change agents promote and support a new way of doing something within the organization by inspiring others through advocacy. Change agents embrace the agility to navigate the rapidly increasing change and the growing complexity of today's rapidly changing world.

   - Implement a Systematic Approach for Positive & Effective Organizational. Change
   - Acting as a Positive Change Agent
   - Inspire Others to Adapt through Meaningful Advocacy towards Strategic Goals
   - Encourage Creativity and Innovation
   - Foster Perseverance and Resiliency
   - Embrace agility to navigate the rapidly increasing rate of change and growing complexity.
   - Maintain a professional demeanor in stressful and difficult situations.