



# 3D Group Competency Library

## Leadership Navigator® Series

3D Group has a number of surveys available as part of our Leadership Navigator® series. Below is a competency library from each of these surveys. Desire a different competency? Ask 3D Group.

- Senior Executive
- Executive
- Corporate Leader
- Individual Contributor
- Retail Manager
- Executive Director
- Organizational Leader
- Additional Competencies

### Senior Executive

3D Group’s Leadership Navigator® for Senior Executives is carefully tailored to provide your CEO, COO, President and other executives who report to the Board of Directors with the tools they need to develop their skills and lead your organization to further success.

#### Leading People

<b>Developing Talent</b>	Encouraging and supporting the work-related development of others through both formal and informal performance enhancement strategies.
<b>Delegation</b>	Ensuring successful completion of work through assigning initiatives to others and following up on progress but without micromanaging the details.
<b>Motivating Top Performance</b>	Encouraging the highest performance possible. Emphasizing high quality, speed, and impact in work and ongoing initiatives.
<b>Communication</b>	Speaking and writing clearly and succinctly. Ensuring understanding. Adjusting communication style to the level and role of individuals and groups.
<b>Teamwork</b>	Leading the executive team to ensure the company’s success. Facilitating and encouraging the collaboration of others in the company.
<b>Integrity</b>	Displaying and maintaining ethical standards within the company. Encouraging adherence to ethical standards and principles in dealing with individuals within and outside the company.

#### Organizational Leadership

<b>Strategic Planning</b>	Planning and implementing both long- and short-term strategic directives and initiatives. Gaining commitment to directives and activities to be completed in support of those directives.
<b>Mission, Vision, Values</b>	Creating and emphasizing a strategic mission, vision, and set of values for the company.
<b>Decision Making</b>	Developing and implementing effective solutions. Identifying pertinent issues relevant to decisions. Analyzing alternatives and considering options.
<b>Industry Knowledge</b>	Maintaining knowledge of relevant industries and markets. Assessing and seizing opportunities for the benefit of the company.
<b>Financial Acumen</b>	Leading financial strategy and exercising fiscal responsibility.
<b>Influencing and Negotiating</b>	Reaching agreement on issues, contracts, and courses of action. Persuading groups and individuals to follow the most advantageous plan. Utilizing interaction strategies that benefit the company and gain acceptance from relevant internal and external constituencies.

## Executive

3D Group's Leadership Navigator® survey for Executives is specifically designed for Vice President-level executives.

### Leading People

<b>Developing Talent</b>	Encouraging and supporting the work-related development of others through both formal and informal performance enhancement strategies.
<b>Delegation</b>	Ensuring successful completion of work through assigning initiatives to others and following up on progress but without micromanaging the details.
<b>Motivating Top Performance</b>	Encouraging the highest performance possible. Emphasizing high quality, speed, and impact in work and ongoing initiatives.
<b>Communication</b>	Speaking and writing clearly and succinctly. Ensuring understanding. Adjusting communication style to the level and role of individuals and groups.
<b>Teamwork</b>	Leading the executive team to ensure the company's success. Facilitating and encouraging the collaboration of others in the company.
<b>Integrity</b>	Displaying and maintaining ethical standards within the company. Encouraging adherence to ethical standards and principles in dealing with individuals within and outside the company.

### Organizational Leadership

<b>Strategic Management</b>	Planning and Managing both long- and short-term strategic directives and initiatives. Gaining commitment to directives and activities to be completed in support of those directives.
<b>Mission, Vision, Values</b>	Creating and emphasizing a strategic mission, vision, and set of values for the company.
<b>Decision Making</b>	Developing and implementing effective solutions. Identifying pertinent issues relevant to decisions. Analyzing alternatives and considering options.
<b>Industry Knowledge</b>	Maintaining knowledge of relevant industries and markets. Assessing and seizing opportunities for the benefit of the company.
<b>Financial Management</b>	Managing financial strategy and exercising fiscal responsibility.
<b>Influencing and Negotiating</b>	Reaching agreement on issues, contracts, and courses of action. Persuading groups and individuals to follow the most advantageous plan. Utilizing interaction strategies that benefit the company and gain acceptance from relevant internal and external constituencies.

## Corporate Leader

The Leadership Navigator® for Corporate Leaders provides for in-depth feedback on a mid-level or front-line manager's workplace behavior.

### Base Competencies

<b>Communication Skills</b>	Speaking clearly, sharing information, listening attentively, and using appropriate language for a situation.
<b>Integrity</b>	Behaving in an ethical manner, not playing favorites.

### Work Process Competencies

<b>Business Focus</b>	Understanding an organization's business, markets, and strategy.
<b>Results Orientation</b>	Delegating and scheduling work, following up, being proactive, and ensuring completion of relevant tasks and projects.
<b>Customer Focus</b>	Ensuring responsiveness and service to internal and/or external customers and partners.

## Interpersonal Competencies

<b>Developing Talent</b>	Coaching, mentoring, providing feedback, and developing direct reports and colleagues.
<b>Inclusiveness</b>	Valuing diversity, considering the opinions of others, and fostering an inclusive work environment.
<b>Team Leadership</b>	Ensuring his or her team has clear expectations, proper resources, and is working well together.

## Individual Contributor

3D Group's Leadership Navigator® for Individual Contributors assesses challenges and provides feedback on the most relevant work behaviors of individual contributors in business organizations.

<b>Understands the Business</b>	Knowing the organization's industry, market, customers, and strategy.
<b>Self Development</b>	Pursuing learning and skill development opportunities, and receiving and providing feedback.
<b>Inclusiveness</b>	Valuing diversity, considering the opinions of others, and contributing to an inclusive work environment.
<b>Integrity</b>	Behaving in an ethical manner, not playing favorites.
<b>Planning &amp; Organizing</b>	Planning work, solving problems, and completing relevant tasks and projects.
<b>Customer Orientation</b>	Ensuring attentive service to internal and external customers.
<b>Teamwork</b>	Assisting co-workers when appropriate and working well with the team.
<b>Communication Skills</b>	Speaking clearly, sharing information, listening attentively, and using appropriate language for a situation.

## Retail Manager

3D Group's Leadership Navigator® for Retail Managers addresses the challenges and provides in-depth performance feedback to retail leaders.

<b>Retail Focus</b>	Knowing the store's products, competition, customers, and strategy.
<b>Coaching &amp; Developing</b>	Teaching, providing feedback, and developing the skills of store employees.
<b>Inclusiveness</b>	Valuing diversity, considering the opinions of others, and fostering an inclusive work environment in the store.
<b>Integrity</b>	Behaving in an ethical manner, not playing favorites.
<b>Results Driven</b>	Scheduling employees, planning work, solving problems in the store, and ensuring completion of relevant tasks and projects.
<b>Retail Customer Orientation</b>	Ensuring quality and attentive service to customers.
<b>Store Teamwork</b>	Ensuring employees in the store have clear expectations, proper resources, and are working well together.
<b>Communication Skills</b>	Speaking clearly, sharing information, listening attentively, and using appropriate language for a situation.

## Executive Director

The Leadership Navigator® for Executive Directors is a 360 degree feedback survey specifically developed for Executive Directors of non-profit agencies.

### Leading People

<b>Developing Talent</b>	Encouraging and supporting the work-related development of others through both formal and informal performance enhancement strategies. Selecting, developing and retaining high quality talent.
<b>Delegation</b>	Ensuring successful completion of work through assigning tasks to others and following up on results.
<b>Professionalism</b>	Creating and maintaining a positive impression with staff, clients, and those outside of the organization.
<b>Communication Skills</b>	Speaking and writing clearly and succinctly, ensuring understanding, adjusting communication style to the level and role of individuals and groups.
<b>Team Leadership</b>	Leading a team to ensure successful work. Facilitating and encouraging the collaboration of direct reports and teams on strategies, goals, and specific projects.
<b>Board Partnership</b>	Selecting, assimilating, and utilizing board members for the greatest overall benefit to the organization. Collaborating with board members on key initiatives.

### Organizational Leadership

<b>Leading Strategy</b>	Planning and implementing both long- and short-term strategic directives and initiatives. Gaining commitment to directives and activities to be completed in support of those directives.
<b>Entrepreneurial Disposition</b>	Capitalizing on market opportunities to make the organization more successful. Examining many different ideas for potential implementation in the organization. Designing novel solutions to standard problems.
<b>Flexibility</b>	Accepting changes to work tasks, processes, team members, and/or the organization at large. Maintaining adequate levels of productivity and interpersonal effectiveness throughout changes.
<b>Fundraising</b>	Raising funds to support programs, operations, and initiatives. Securing donations from individuals and institutions.
<b>Fiscal Management</b>	Leading financial strategy and exercising fiscal responsibility.
<b>Results Orientation</b>	Ensuring work is completed on time and in a high-quality manner.

## Organizational Leader Survey

The Leadership Navigator® for Organizational Leaders provides for in-depth feedback to leaders in a non-corporate work setting.

### Base Competencies

<b>Communication Skills</b>	Speaking clearly, sharing information, listening attentively, and using appropriate language for a situation.
<b>Integrity</b>	Behaving in an ethical manner, not playing favorites.

### Work Process Competencies

<b>Mission Focus</b>	Understanding the organization's purpose and strategy.
<b>Results Orientation</b>	Delegating and scheduling work, following up, being proactive, and ensuring completion of relevant tasks and projects.

<b>Stakeholder Management</b>	Ensuring responsiveness and service to key internal and/or external stakeholders, partners, allies, and other interested parties.
-------------------------------	---

## Interpersonal Competencies

<b>Developing Talent</b>	Coaching, mentoring, providing feedback, and developing direct reports and colleagues.
<b>Inclusiveness</b>	Valuing diversity, considering the opinions of others, and fostering an inclusive work environment.
<b>Team Leadership</b>	Ensuring his or her team has clear expectations, proper resources, and is working well together.

## Additional Competencies

<b>Accountability</b>	The willingness and strength to be responsible for delivering results.
<b>Bias for Action</b>	The tendency to act in an effort towards getting things done.
<b>Bias for Learning</b>	Fostering self-development and organizational growth.
<b>Collaboration</b>	The willingness and ability to work with others to deliver results and achieve success.
<b>Managing Change</b>	The ability to guide the group through changing situations and environments.
<b>Risk Taking</b>	Promoting and supporting new ideas and opportunities in uncertain environments..
<b>Innovation</b>	Encouraging new ideas, looking at problems from several angles.
<b>Collaboration</b>	Focusing on team success and building professional relationships across organizational units or departments.
<b>Business Acumen</b>	Knowing and understanding how the business works.

*Don't see the competencies specific to your job? 3D Group can completely customize your survey content to fit a specific job or existing competency model.*