



LEADERSHIP COMPETENCY MODEL GUIDE

As SWE continues to grow its professional development program, the competency model serves as the basis for developing leadership core competencies. The competency model can be used to help members reflect and assess where they may need to hone their leadership skills.

Use this guide to help set direction for developing leadership characteristics and attributes in any organization. The intent is to improve skills and motivate change that enhances already strong leadership skillsets and provides a framework for areas of growth.



LEADERSHIP COMPETENCIES

Leadership competencies are simply leadership skills and behaviors that contribute to superior performance within an organization. By using a competency-based approach to leadership, SWE is preparing to better identify and develop their next generation of leaders.

SWE's Leadership Competency Model was conceived, developed, and launched in 2010 to serve as the backbone for all SWE's leadership development programming. As SWE evolves and grows in membership numbers and workforce, further evolution of its leadership competencies must also progress.

SWE's portfolio of content devoted to leadership development learning and expertise places a greater emphasis on diversity and inclusion as a core component of exemplary leadership. SWE's leaders know that for there to be equality, equity, and mutual respect within the engineering workforce, we need to be more intentional about how we educate current and emerging leaders on advocating for diversity and demonstrating inclusive behaviors.

As you read through SWE's Core Competency Model, note that there is overlap between the various competency skills and objectives, which is driven by the idea that these competencies are complementary rather than discrete.

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Within each competency are the following stages; *Early Career Foundational Development* and *Mid and Late Career Advanced Development*. Each of these development stages reflects the appropriate level of knowledge, skills, abilities, behaviors, and attributes that should be exhibited.

NOTE: This document will continue to be a 'living' document that is periodically assessed to ensure relevancy and currency with SWE goals.

COMPETENCY ORGANIZATION

ABOUT

The key to using this guide is to identify the right development need at the right time in one's career path—are they in an early career stage or a mid to late career stage of leadership development? The identification of a career stage will then distinguish the various actions and behaviors that one would need to exhibit mastery in to fulfill that stage.

It's important to use the guide simply as a way to set goals and behaviors that match specifically to your organization and individual performance plans. As you review each competency, focuses on the areas of strength, then identify the developing measures, and finally the areas of improvement. Define what each growth area means to you and then set a goal and timeframe for achieving that measure.

COMPETENCY ORGANIZATION

Here is a look at how to review each competency.

DIVERSITY & INCLUSION	
AWARENESS - UNDERSTANDING - CULTURAL COMPETENCE	
<ul style="list-style-type: none">— Values differences, experiences, and perspectives— Promotes a sense of belonging and respect— Demonstrates inclusive leadership through influence and model behavior— Fosters, supports, and drives diversity and inclusion best practices	
Early Career Foundational Development	<ul style="list-style-type: none">• Actively seeks new ideas, experiences, and thought leadership• Models inclusive behaviors• Adjusts and adapts communication styles to be effective in a diverse workplace• Commits to continuous learning and improvement in diversity, inclusion, and cultural competence• Acknowledges the viewpoints of others in the context of cultures (minority and majority groups)
Mid and Late Career Advanced Development	<ul style="list-style-type: none">• Understands the strategic connection and impact of diversity and inclusive practices and organizational success/metrics• Possesses knowledge of programs, policies and best practices that ensure equity and achievement of organizational DEI objectives in various departments• Identifies strategies to sustain a culture of inclusion through the use of: learning, processes, policies, and systems• Models and influences inclusive and culturally competent behavior• Acts as a voice for perspectives, levels, and cultures that are not otherwise represented• Collaborates appropriately with others (internally and externally) to envision and convey an inspiring, compelling, and relevant DEI future state for the organization, team, and personally
SWE Specific Competencies	<ul style="list-style-type: none">• Displays cultural competence in communicating with fellow members• Promotes SWE's internal and external commitment to continuous learning/improvement in diversity, inclusion and cultural awareness/competence• Encourages continuous learning/improvement in diversity, inclusion, and cultural competence by promoting educational opportunities for members and other leaders• Knowledgeable about SWE's values of diversity and inclusiveness

COMPETENCY name

COMPETENCY concentration/focus

BEHAVIORS – At a high-level, if seeking mastery of this competency, leaders should model these behaviors.

CAREER DEVELOPMENT MEASURES – The listed behaviors/actions serve as a guideline for early career to advanced career stages. Growth in the competency or career stage varies, looking for consistent demonstration of behaviors/actions.

SWE SPECIFIC COMPETENCY TASKS – The SWE specific tasks provide grounding to the competency and aligns to the strategic goals. N/A for some competencies

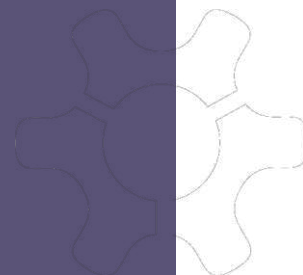
REFLECT

Once the plan is in place, take time to reflect. Set a time to review the new path and direction, evaluate the plan's effectiveness, share your strengths and areas of improvement, ask for feedback. Competency reviews should be aligned to an organization's performance review.

COMMUNICATION

LISTENING – FEEDBACK – TEAM COMMUNICATION

- Applies effective communication skills
- Uses conflict resolution and management strategies and techniques
- Supports and encourages working in an inclusive environment
- Listens actively and with purpose for understanding
- Provides effective feedback using various communication skills/strategies
- Builds and maintains relationships



Early Career Foundational Development	<ul style="list-style-type: none"> • Communicates plans and activities in a manner that supports strategies for teamwork. • Overcomes internal barriers to effective communication. • Settles differences in a positive and constructive manner using conflict resolution and management skills. • Identifies and collaborates with internal partners. • Applies effective communication and interpersonal skills through actively listening to the needs of colleagues, sharing relevant information and expectations, and treating colleagues with respect. • Creates an environment which encourages team participation and sharing of new ideas.
Mid and Late Career Advanced Development	<ul style="list-style-type: none"> • Demonstrates abilities for influencing others and using proven techniques when negotiating or having difficult conversations. • Develops strategies for communicating constructive criticism in a manner which encourages team continuity. • Provides unbiased motivational support, focus, and teamwork in situations that involve personal conflicts. • Leverages diversity and differences by leading and supporting an inclusive environment. Seeks new perspectives to achieve the vision and mission of the organization. • Identifies and collaborates with internal and external partners. • Builds relationships that support organizational mission and strategic objectives.

SELF-MANAGEMENT & DEVELOPMENT

SELF-REFLECTION – SELF-MANAGEMENT – PERSONAL MANAGEMENT

- Knows personal strengths and limitations that impact change
- Recognizes the responsibility to make decisions, seek feedback, and leverage relationships
- Identifies and recognizes the need/risk for change
- Embraces new ideas and is comfortable with controlled risks to change
- Supports teamwork and sharing of varied perspectives for personal development
- Considers emotional triggers when working in a team atmosphere

Early Career Foundational Development

- Recognizes personal strengths and weaknesses, seeks feedback from others for improvement, and learns from failure.
- Adapts to change and is flexible to when new information and perspectives are uncovered or presented.
- Develops an awareness of relationship patterns.
- Understands emotional triggers [personally and w/others] and develops emotional management strategies.
- Takes responsibility for how one's actions affect others.

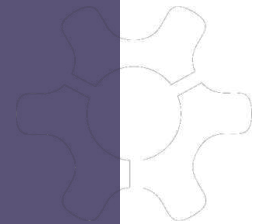
Mid and Late Career Advanced Development

- Takes initiative and makes smart decisions that create opportunities and empower others to take risks on personal and professional development.
- Encourages creative thinking, supporting, and guiding of new ideas.
- Tolerates ambiguity by taking priority changes and unforeseen developments in stride.
- Leads with a firm sense of purpose in an environment of uncertainty.
- Understands how personal emotions and biases affect communication and management strategies.
- Supports working within an inclusive team environment (different learning styles, leadership abilities, cultures, etc.), sharing a variety of perspectives.

BUSINESS KNOWLEDGE & ACUMEN

FINANCIAL ACUMEN – MANAGEMENT – STRATEGIC PLANNING

- Comprehends financial statements, balance sheets, and reports
- Applies effective management skills (i.e. managing a budget, project, or department)
- Analyzes economic and financial concepts, trends, and principles
- Participates in strategic planning
- Motivates and develops people



Early Career Foundational Development	<ul style="list-style-type: none"> • Embraces the pursuit of lifelong learning through the mastery of new knowledge and sharing new ideas. • Identifies strategic developmental areas. • Uses evidence-based decision making—using the best evidence available in making decisions that impact the organization. • Understands company and client financial metrics and performance and the impact business decisions have on various financial statements. • Develops and applies effective management skills (e.g., problem solving, interpersonal skills, delegation, and supervision).
Mid and Late Career Advanced Development	<ul style="list-style-type: none"> • Understands the complete business ecosystem: developing and executing strategy, integration of internal operations to deliver a value proposition, supply chain, market trends, customer needs and segments, and competitive analysis. • Understands future trends, policies/practices, innovations, and information affecting the organization. • Assesses organization's short- and long-term ability to build a shared vision for members' role, acting as a catalyst for organizational change and inspiring others to succeed. • Sets priorities and organizational objectives that influence business results (results-oriented). • Adapts professional knowledge and skills through awareness of industry changes, developments, and emerging issues affecting women in STEM. • Participates in strategic planning consistent with the mission of the organization and aligned to industry changes/developments. • Understands change management strategies and processes.
SWE Specific Competencies	<ul style="list-style-type: none"> • Manages finances of SWE to meet organizational needs.

COACHING, MENTORING & SPONSORSHIP

COACHING – MENTORING – SPONSORSHIP

- Identifies strategies for career development, self-awareness, and self-knowledge
- Demonstrates clear and effective communication skills
- Seeks specific character attributes of a career coach, mentor, and/or sponsor for personal/professional gain
- Leverages support of a career coach and/or mentor
- Exhibits ability in becoming or mastering unique attributes of a career coach, mentor and/or sponsor

Early Career Foundational Development

- Identifies specific areas of improvement, weaknesses, or growth areas observed in yourself and noted by others.
- Sets one- to five-year goals to reach—personal life and career.
- Describes accurately the reality of personal/professional abilities, attributes, and skillsets.
- Identifies supportive structures to create a successful coaching or mentoring environment.
- Asks for suggestions on improvement, areas of partnership, and growth opportunities.

Mid and Late Career Advanced Development

- Develops leadership knowledge/expertise and credibility in desired subject matter.
- Makes suggestions to help coaching colleague/mentee avoid major mistakes (business, career, financial, personal, and other) in judgment or action.
- Uses effective communication skills or coaching and mentoring: active and engaged listening, dialogue, and powerful questioning.
- Helps coaching colleague/mentee learn to prepare well, get wise counsel, and trust decisions and actions (confidence).
- Advocates on behalf of sponsorship request.
- Creates a safe environment for coaching colleague/mentees to request assistance, partnership, and counseling on articulated goals.

LEADERSHIP ABILITIES

PROFESSIONAL ACUMEN – VISIONING – RELATIONSHIP MANAGEMENT

- Applies effective interpersonal skills
- Applies effective team management skills
- Builds better relationships
- Motivates and develops people
- Empowers others
- Provides organizational vision

Early Career Foundational Development

- Shares relevant information and expectations and treats colleagues with respect.
- Understands the difference between a sphere of control and a sphere of influence.
- Maintains a high standard of professionalism and ethics.
- Provides and supports an environment for continuous improvement.
- Develops active listening skills.
- Applies effective communication and interpersonal skills through actively listening to the needs of others.

Mid and Late Career Advanced Development

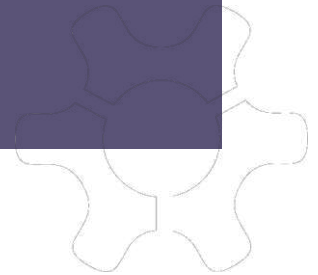
- Leverages diversity and differences by leading and supporting an inclusive environment.
- Influences others through coalition building, inviting new perspectives and clearly articulating the goals of the organization.
- Builds relationships that support the organization's mission and strategic objectives.
- Identifies and leverages personal sphere of control and sphere of influence.
- Promotes and supports appropriate change as an essential part of success as an organization.
- Seeks new perspectives to achieve the vision and mission.
- Advocates for women in STEM.
- Identifies and collaborates with internal and external partners.

DIVERSITY & INCLUSION

AWARENESS – UNDERSTANDING – CULTURAL COMPETENCE

- Values differences, experiences, and perspectives
- Promotes a sense of belonging and respect
- Demonstrates inclusive leadership through influence and model behavior
- Fosters, supports, and drives diversity and inclusion best practices

Early Career Foundational Development	<ul style="list-style-type: none"> • Actively seeks new ideas, experiences, and thought leadership. • Aware of the organizational benefits of diverse and inclusive teams. • Models inclusive behaviors. • Adjusts and adapts communication styles to be effective in a diverse workplace. • Commits to continuous learning and improvement in diversity, inclusion, and cultural competence. • Acknowledges the viewpoints of others in the context of cultures (minority and majority groups).
Mid and Late Career Advanced Development	<ul style="list-style-type: none"> • Understands the strategic connection and impact of diversity and inclusive practices and organizational success/metrics. • Possesses knowledge of programs, policies, and best practices that ensure equity and achievement of organizational D&I objectives in various departments. • Identifies strategies to sustain a culture of inclusion through the use of learning, processes, policies, and systems. • Models and influences inclusive and culturally competent behavior. • Acts as a voice for perspectives, levels, and cultures that are not otherwise represented. • Collaborates appropriately with others (internally and externally) to envision and convey an inspiring, compelling, and relevant D&I future state for the organization, team, and personally.
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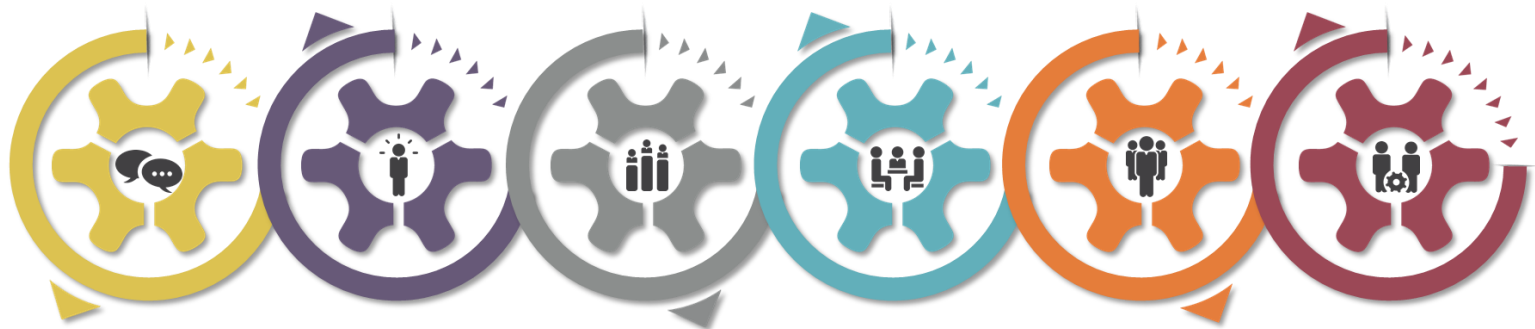
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Diversity & Inclusion
You belong here