

LEADERSHIP CAPABILITIES

At Sounding Board, coaching is centered around supporting leaders in developing the key leadership capabilities they need to be successful.



Our standardized set of leadership capabilities are embedded throughout our platform and used by leaders in creating their development goals for coaching. These capabilities can be customized for each company if desired.

Leading Self

Interpersonal Skills

- Names intentions to others to help manage personal impact
- Seeks to understand others' intentions and desired outcomes
- Expresses thoughts, opinions, and emotions authentically and respectfully
- Puts self in other people's shoes and offers empathy/understanding
- Observes patterns of behavior and uses those to interact more successfully

Communication

- Shares information, assumptions, and ideas to make reasoning/position explicit
- Listens, stays open, explores, and encourages others to provide different views
- Draws out reasoning of others to garner clearer understanding and clarity
- Shares and asks in ways that does not promote defensiveness
- Initiates and encourages courageous conversations, including those around diversity, equity, and inclusion

Self-Awareness

- Manages reactions to others/issues in a productive manner
- Understands impact on others and manages the perception created
- Manages self including emotions, physical wellbeing and work-life balance
- Demonstrates an awareness of own style, leadership approach, behavior patterns, strengths and weaknesses

Setting Vision & Direction

- Explains goals passed down from higher up in the organization
- Creates line-of-sight between organizational objectives and the work of your department/team
- Sets a clear, common, motivating purpose or vision with supporting goals

Execution

- Stimulates others to decide and act
- Aligns resources and people to key objectives
- Carries out decisions or plans
- Measures and monitors progress and performance
- Holds people accountable for plans, performance, and progress

Decision-Making

- Seeks data to validate accuracy and relevancy of possible solutions
- Combines experience/intuition with data to find the best solution
- Assesses ideas, choices, proposals, and possible outcomes
- Makes a timely decision

Time Management & Prioritization

- Knows how to allocate one's time across multiple priorities
- Awareness of one's peak performance times
- Minimizes behaviors of self and others that erode effective time management

Leading Others

Developing Others

- Identifies and agrees on professional and personal growth priorities with team members
- Co-creates strategies for addressing development needs
- Provides timely, specific, constructive and positive feedback
- Looks for and creates opportunities for team members to expand their skills
- Aligns developmental opportunities of employees to the strategic needs and plans of the organization

Conflict Management/Resolution

- Addresses conflicts in a timely manner
- Gets under the surface to locate the source of the conflict
- Investigates/researches differences of opinion and facts before taking action
- Uses impartial methods to resolve tensions and build new agreements/actions

Leading High Performing Teams

- Sets standards for group performance, expressing concerns, group problem solving and decision making
- Delegates division of work equitably and towards the strengths of individual group members
- Creates agreed upon metrics for measuring performance to objectives and group norms
- Resolves differences and tension in a supportive and group-strengthening manner

Promoting Diversity, Equity, & Inclusion

- Ensures all voices are heard and amplifies marginalized voices
- Celebrates and integrates differences and exhibits cultural intelligence
- Applies an equity lens to provide visibility, access, and opportunity to everyone on their team
- Models inclusive behaviors and encourages behaviors in others

Leading for Impact

Managing Change

- Powerfully and openly communicates a strategic vision to support the change
- Helps team members understand the connection between the change and the company's mission, vision, culture, and values
- Enables action by removing barriers
- Empowers team members to contribute to the change process
- Generates and celebrates short-term wins along the way

Influencing Others

- Identifies what is in their control, what is not in their control, and what they can influence
- Looks for opportunities to influence in service of the organization
- Actively manages up and across the organization
- Adjusts approach and style to maximize influence

Strategic Thinking

- Anticipates problems/opportunities/trends within organization and industry
- Reframes problems from several angles to understand root causes
- Applies strategic and critical thinking approaches to improve decision-making
- Interprets complex and conflicting information with curiosity and an open mind
- Determines trade-offs, risks, and unintended consequences/benefits before deciding

Organizational Collaboration

- Manages up and across
- Handles challenging organizational dynamics including power and politics
- Manages perceptions of self, team members, and organization

Executive Presence

- Builds genuine relationships with strategic business partners
- Generates trust and credibility
- Demonstrates confidence and clarity
- Exudes an authentic style that inspires others

Sounding Board's Leadership Capabilities were created based upon research-backed leadership theory, the leadership competencies of many top business schools, and over 25 years of leadership and executive coaching experience. Some of the sources that informed our thinking include:

- For Your Improvement - A Guide for Development and Coaching, (4th Edition) Michael Lombardo and Robert Eichinger, 1996 - 2004, Lominger Limited.
- The Three Levels of Leadership, James Scouller, 2011, Management Books 2000 Ltd.
- The Leadership Pipeline, (2nd Edition), Ram Charan, 2011, John Wiley & Sons, Inc.
- The Leadership Challenge, James Kouzes and Barry Posner, 1987, Jossey-Bass, Inc.
- Leading Your Team Past the Peak of a Crisis, 2020, Rosabeth Moss Kanter
- Leading Change and Accelerate, 2014, Dr. John Kotter