

Welcome to the CEO Leadership Competency Assessment

This Leadership Competency Assessment was built using the 19 competencies identified in the new CEO Success Profile. The profile serves as the foundation for all talent management activities.

The development of the CEO Success Profile involved numerous participants from across the Movement to include current and former CEOs, DODs, and Board members. The discussion focused on what traits, drivers, experiences, and competencies are needed to drive our Movement into the future. The Profile was validated by workshop participants and additional CEOs, DODs and other members of BGCA leadership.

The assessment found on the second tab "Self-Assessment" will ask you to assess yourself on the 19 identified competencies and will provide you the Competency Name along with the definition of each competency. You will rate yourself (1 to 5) on behaviors identified as "Talented" in the Korn Ferry Competency Framework. Talented definitions describe what excelling in a competency looks like. **When selecting a response to each statement be realistic about the extent to which you actually engage in the behavior.** Do not answer in terms of how you would like to behave or how you think you should behave. Be thoughtful in your responses. **Most people do some things more than or less often than they do other things.** If you feel a statement does not apply then it's probably because you don't frequently engage in the behavior. In that case, assign a rating of 2 or lower.

1 – Seldom

2 – Sometimes

3 – Often

4 – Very Frequently

5 – Almost Always

Once you complete the Assessment you can go the "Summary" tab where your results have been automatically calculated. On the summary page you will see the average score for each competency and based on your score some may be highlighted "Green" noting that these are competency strengths and some may be highlighted "Pink" noting that these are competency opportunities. Along with input from other sources, this can help define your professional development. Use the CEO Development Guide for more detailed information to build your professional development.

CEO Level Competency Self-Assessment

In the cell to the left of each behavior statement, rate yourself based on the **frequency** in which you feel you demonstrate the specific behavior

1 - Seldom

2 - Sometimes

3 - Often

4 - Very Frequently

5 - Almost Always

Ensures accountability - Holding self and others accountable to meet commitments.

	Assumes responsibility for the outcomes of others.
	Promotes a sense of urgency and establishes and enforces individual accountability in the team.
	Works with people to establish explicit performance standards.
	Is completely on top of what is going on and knows where things stand.
	Provides balanced feedback at the most critical times.

Manages ambiguity - Operating effectively, even when things are not certain or the way forward is not clear.

	Is energized when faced with ambiguity and uncertainty.
	Makes significant progress and remains calm and composed, even when things are uncertain.
	Manages the risk that comes with moving forward when the outcome isn't certain.
	Adapts quickly to changing conditions.
	Deals constructively with problems that do not have clear solutions or outcomes.

Business insight - Applying knowledge of business and the marketplace to advance the organization's goals.

	Knows how businesses work and how organizations make money.
	Keeps up with current and possible future policies, practices, and trends in the organization, with the competition, and in the marketplace.
	Uses knowledge of business drivers and how strategies and tactics play out in the market to guide actions.

Collaborates - Building partnerships and working collaboratively with others to meet shared objectives.

	Models collaboration across the organization.
	Facilitates an open dialogue with a wide variety of contributors and stakeholders.
	Balances own interests with others'.
	Promotes high visibility of shared contributions to goals.
	Gains trust and support of others.

Communicates effectively - Developing and delivering multi-mode communications that convey a clear understanding of the unique needs of different audiences.

	Delivers messages in a clear, compelling, and concise manner.
	Actively listens and checks for understanding.
	Articulates messages in a way that is broadly understandable.
	Adjusts communication content and style to meet the needs of diverse stakeholders.
	Models and encourages the expression of diverse ideas and opinions.

Decision Quality - Making good and timely decisions that keep the organization moving forward.

	Decisively makes high-quality decisions, even when based on incomplete information or in the face of uncertainty.
	Actively seeks input from pertinent sources to make timely and well-informed decisions.
	Skillfully separates opinions from facts.
	Is respected by others for displaying superior judgment.

Develops Talent - Developing people to meet both their career goals and the organization's goals.

	Views talent development as an organizational imperative.
	Consistently uses multiple methods to develop others.
	Stays alert for developmental assignments both inside and outside own workgroup.
	Readily articulates the value and benefit of stretch assignments to others.

Financial acumen - Interpreting and applying understanding of key financial indicators to make better business decisions.

	Transforms financial information into business intelligence through analysis and integration of quantitative and qualitative information.
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	Identifies and monitors key financial indicators to gauge performance, identify trends, and suggest strategies that can impact results.
	Integrates quantitative and qualitative information to draw accurate conclusions.

Cultivates innovation - Creating new and better ways for the organization to be successful.

Moves beyond traditional ways of doing things; pushes past the status quo.

Continually assesses the market potential of an innovative idea or solution.

Finds and champions the best creative ideas and actively moves them into implementation.

Tries multiple, varied approaches to innovative ideas.

Builds excitement in others to explore creative options.

Builds networks - Effectively building formal and informal relationship networks inside and outside the organization.

Consults with a wide network of internal and external connections.

Connects the right people to accomplish goals.

Works through formal and informal channels to build broad-based relationships and support.

Plans and aligns - Planning and prioritizing work to meet commitments aligned with organizational goals.

Focuses on highest priorities and sets aside less critical tasks.

Lays out a thorough schedule and steps for achieving objectives.

Makes implementation plans that allocate resources precisely.

Looks for obstacles and develops excellent contingency plans.

Uses milestones to diligently track and manage the progress of the work.

Being resilient - Rebounding from setbacks and adversity when facing difficult situations.

Stays focused and composed in stressful situations.

Maintains a positive attitude and forward-thinking approach despite troubling circumstances or setbacks.

Takes constructive action to navigate difficulties or obstacles.

Is viewed as a source of confidence in high-stress situations.

Grows from hardships and negative experiences.

Resourcefulness - Securing and deploying resources effectively and efficiently.

Gets the most out of available resources and secures rare resources others can't get.

Adapts quickly to changing resource requirements.

Enjoys multi-tasking; applies knowledge of the organization to advance multiple objectives.

Applies knowledge of internal structures, processes, and culture to resourcing efforts.

Drives results - Consistently achieving results, even under tough circumstances.

Sets aggressive goals and has high standards.

Is consistently one of the top performers.

Pursues everything with energy, drive, and the need to finish.

Persists in the face of challenges and setbacks.

Always keeps the end in sight; puts in extra effort to meet deadlines.

Balances stakeholders - Anticipating and balancing the needs of multiple stakeholders.

Maintains frequent interactions with a broad stakeholder network.

Takes a proactive approach to shape and influence stakeholder expectations.

Serves as a liaison between different stakeholder groups.

Effectively aligns the interests of multiple, diverse stakeholders.

Strategic mindset - Seeing ahead to future possibilities and translating them into breakthrough strategies.

Sees the big picture, constantly imagines future scenarios, and creates strategies to sustain competitive advantage.

Is a visionary and able to articulately paint credible pictures and visions of possibilities and likelihoods.

Formulates a clear strategy and maps the aggressive steps that will clearly accelerate the organization toward its strategic goals.

Creates competitive and breakthrough strategies that show a clear connection between vision and action.

Builds effective teams - Building strong-identity teams that apply their diverse skills and perspectives to achieve common goals.

Defines success in terms of the whole team.

Recognizes that leveraging each team member's unique background and perspective is critical to achieving team goals.

Rallies others behind common team goals.

Places team goals ahead of own goals.

Fosters open dialogue and collaboration among the team.

Instills trust - Gaining the confidence and trust of others through honesty, integrity, and authenticity.

Gains the confidence and trust of others easily.
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Expresses self in a credible and transparent manner.
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Honors commitments and keeps confidences.

Models high standards of honesty and integrity.

Shows consistency between words and actions.
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Drives vision and purpose - Painting a compelling picture of the vision and strategy that motivates others to action.

Articulates a compelling, inspired, and relatable vision.

Communicates the vision with a sense of purpose about the future.

Makes the vision sharable by everyone.
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Instills and sustains organization-wide energy for what is possible.
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Shows personal commitment to the vision.
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Self-Competency Summary Scores

Ensures Accountability	#DIV/0!
Manages Ambiguity	#DIV/0!
Business Insight	#DIV/0!
Collaborates	#DIV/0!
Communicates Effectively	#DIV/0!
Decision Quality	#DIV/0!
Develops Talent	#DIV/0!
Financial Acumen	#DIV/0!
Cultivates Innovation	#DIV/0!
Builds Networks	#DIV/0!
Plans & Aligns	#DIV/0!
Being Resilient	#DIV/0!
Resourcefulness	#DIV/0!
Drives Results	#DIV/0!
Balances Stakeholders	#DIV/0!
Strategic Mindset	#DIV/0!
Builds Effective Teams	#DIV/0!
Instills Trust	#DIV/0!
Drives Vision & Purpose	#DIV/0!

	Competency Strength
	Competency Opportunity