# LKS Leadership Competence Scale

A theoretical approach

**3rd Generation** 

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# What do successful leaders do? Structure of leadership qualities

#### Give direction

(vision, clients, future)

### Show strength of character

(habits, integrity, trustworthiness, analytical thinking)

#### Mobilise individual commitment

(encourage others, share power)

Create atmosphere of achievement within organisation

(build up teams, manage changes)

# Leadership Competence Model (Qualities)

**Future** 

**Innovation orientation** 

**Quality:** 

Give direction

Quality: Create atmosphere of achievement within organisation and form community

Aims / Results

Results orientation

Quality: Show strength of character

Quality: Mobilise individual commitment of team members

People Communication orientation

(with reference to Riemann, F., 1999; Ulrich, D. et al., 2000)

**Daily activities** 

**Continuity orientation** 

## Leadership Abilities



**Innovation orientation** 

**Ability:** 

Focus on the future

**Put visions into practice** 

**Ability:** 

**Build up organisational** 

infrastructure

Put teams to work

Aims / Results Results

orientation

**Ability:** 

Live your values

Cognitive ability and personal charm

**Ability:** 

**Build up relationships through** 

**People** 

Communication

orientation

working together

**Gain and hold attention** 

(With reference to Riemann, F., 1999 Ulrich, D., 2000)

**Daily activities** 

**Continuity orientation** 

## Leadership Behaviour

**Example: "Focussing on the future"** 

- 1. Be convincing when developing a vision
- 2. Make your vision gripping, be able to express values and strategies
- 3. Think strategically

### Assessment

When examining your competence level:

- 1 = stands for basic ability in an area which needs further development and improvement.
- 2 = stands for good general ability without particular strengths in any one area.
- 3 = stands for a leadership strength in one particular area in which you are very proficient.
- 4 = stands for excellence in one particular area in which you are unusually talented, maybe even brilliant.

### **LKS: Questionnaire**

| Leadership qualities, abilities and behaviour  Mark as appropriate |  |   |   |   | :e |
|--|--|---|---|---|----|
|  |  | 1 | 2 | 3 | 4  |
| 1.   | Quality: giving direction                                  |   | X |   |    |
| 1.1  | Ability: focussing on the future                           |   | X |   |    |
| Assessment of particular modes of behaviour                        |  |   |   |   |    |
| 1.1.1  | Being convincing when developing a vision.                 |   |   |   | X  |
| 1.1.2  | Gripping vision, be able to express values and strategies. |   | X |   |    |
| 1.1.3  | Work on pioneering missions.                               | X |   |   |    |
|  | 1 2 3  | 4 |   |   |    |

Basic ability

Good general ability

Leadership strength

Excellence/Brilliance