



4R FRAMEWORK

RELATIONSHIPS ROLES RESPONSIBILITIES RESULTS

Proven

Supported by decades of global development experience, as well as comprehensive, in-depth research and analysis

Inclusive

A comprehensive framework designed by combining insights from all leadership models to examine leadership traits, behaviors, and outcomes

Adaptable

May be utilized as is or adapted to fit any organization's specific requirements and/or existing competency model

Functional

1. Established desired leadership behaviors
2. Measure a leader's effectiveness
3. Incorporate with action planning, coaching and training initiatives

RELATIONSHIPS + ROLES AND RESPONSIBILITIES = RESULTS



WORK EFFECTS



LEADERSHIP COMPETENCY MODEL

1 RELATIONSHIPS Leading the way

RELATIONSHIP WITH SELF

Beneficial Partnerships

Earns trust and respect through cooperation, conflict resolution, & service to others

Aligned Emotions

Stays calm, stable & resourceful in stressful situations and times of adversity

Sustained Determination

Demonstrates persistence, endurance & enthusiasm when faced with challenges

Intellectual Flexibility

Seeks knowledge, learns from experiences, & remains open to new ideas and approaches

Character

Lives by a personal code of integrity; remaining honest, humble & accountable

RELATIONSHIP WITH OTHERS

Managing Performance

Effectively sets expectations and manages the goal setting, feedback & evaluation process

Open Communication

Encourages active listening, respect for opinions & incorporates feedback

Building a Team

Promotes teamwork, trust, & cooperation between others to produce effective teams

Collaboration

Encourages Idea sharing, relationship building & cross-collaboration for win-win situations

2 ROLES Leading others

Change Agent
Stimulates change; addresses its obstacles, explains its urgency & seeks involvement

Spokesperson
Positively connects the organization, its goals, & its values with the external environment

Direction Setter
Defines a path for the organization by anticipating, identifying, & developing trends

Coach
Encourages, enlightens, & enables others to meet expectations and succeed

3 RESPONSIBILITIES Leading the work

Vision Casting
Defines and communicates a sound vision for the future, inspiring collective commitment

Strategy Implementation
Prioritizes work, anticipates setbacks, & creates a plan to drive strategy from vision to reality

Aligning
Works to link all professional efforts, those of self and others, to the organization's vision

Motivating
Energizes urgency and dedication in others to achieve/exceed goals and overcome obstacles

Analysis and Judgement
Makes careful, educated decisions with the courage to take risks and say "no" if necessary

4 RESULTS Leading the organization

Knowing the Business
Leverages up-to-date company and industry knowledge to contribute to business goals

Providing Service
Listens to customers, anticipates and meets their needs & patiently resolves conflicts

Driving Results
Produces large volumes of work, delivers on promises & holds others accountable for excellence

Innovating
Proactively searches for new and better ways of doing things; offering fresh and unique ideas

Global Effectiveness
Forms partnerships, leverages capabilities, & displays cross-cultural sensitivity on a global scale



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