

**DIVERSECITY FELLOWS CITY-BUILDING COMPETENCIES***Created in partnership with CivicAction and Allen Hirsh, NextGenLeaders***HEAD***Providing clear purpose, direction, and strategy***Strategic insights**

- Sees the big picture, and understands the trends, issues, opportunities and threats facing 'City Builders'
- Is intellectually curious; sees the possibilities and is open and willing to try new approaches
- Understands city-building as a multi-sectoral process
- Proactively draws on diverse information and sources to gather facts, ideas and opinions to analyze situations, frame and reframe issues
- Recognizes new insights, alternatives and breakthrough ideas; demonstrates innovative thinking
- Demonstrates insight about organizational and cultural dynamics and how change happens

**Point of view**

- Is willing to have a distinct point of view and make tough decisions even when it is unpopular
- Engages others on his/her point of view to effect change
- Integrates and reflects diverse perspectives and ideas in his/her point of view
- Simplifies complex ideas to deliver clear analysis and insights
- Understands how to communicate his/her point of view to resonate with different audiences
- Uses an appropriate mix of data, logic and intuition to make decisions

**Execution**

- Builds shared commitment and ensures people are working towards common purpose and goals
- Identifies and communicates the "vital few" priorities
- Demonstrates passion, optimism and a "can do" attitude
- Uses effective delegation and empowerment to mobilize others to achieve collective results
- Consistently delivers on commitments while upholding the highest standard

**HEART***Understanding, working with, and developing others***Strategic Relationships**

- Builds strong collaborative relationships across different fields
- Creates trust in all his/her dealings with others
- Develops and maintains successful networks and partnerships
- Communicates effectively and builds meaningful relationships with people from diverse backgrounds
- Builds and connects diverse networks and identifies strategic opportunities to tap into them
- Anticipates changing stakeholder needs and envisions ways to create value (for partners, participants, etc.)

**Team Leadership**

- Acts as an effective team player
- Creates an open, energizing environment that encourages trust and pride among team members
- Builds and leads high performing teams
- Encourages diversity within the team and effectively integrates different styles, backgrounds, viewpoints, and talents to produce strong outcomes
- Acts diligently to ensure all are engaged
- Champions the team and celebrates individual and team success

**Talent Building**

- Effectively coaches others, providing direction and support
- Demonstrates personal interest and commitment to helping people grow
- Makes sound judgements on people matters
- Provides timely and constructive feedback
- Listens with respect, empathy and good intent
- Acts diligently to prevent the inappropriate exclusion of others

**GUTS***Doing the right thing based on clear values***Self-Awareness and Development**

- Is aware of personal strengths and weaknesses
- With an expressed openness to listen, learn and improve, seeks feedback
- Demonstrates personal confidence and a strong sense of self-worth and capabilities
- Manages emotions well and demonstrates emotional maturity
- Reads emotional cues and seeks to understand the other person's perspective, needs and concerns
- Actively seeks new challenges, professional growth and development opportunities

**Courageous Conversations**

- Raises difficult issues honestly and directly with people
- Handles conflict in an effective, timely and appropriate manner
- Holds others accountable for delivering on commitments
- Demonstrates flexibility and an ability to adapt while also remaining consistent with mission and values
- Admits mistakes and demonstrates humility
- Perseveres in the face of adversity

**Change Champion**

- Creates a compelling case for change; convinces others of the benefits, rationale and need to change
- Creates energy and momentum for change initiatives; provides on-going communication, direction, engagement and focus
- Develops a clear strategy for implementing change that includes metrics and timelines
- Builds coalitions of people who support specific change initiatives
- Acts as an advocate for change, providing resources and removing barriers