



Leadership Competency Model Overview

Society of Women Engineers (SWE)

As SWE continues to grow its professional development program, the competency model serves as the basis for developing leadership core competencies. The competency model can be used to help members REFLECT AND ASSESS WHERE THEY MAY NEED TO HONE THEIR LEADERSHIP SKILLS. The leadership model as it currently stands consists of five areas:

- Communication
- Self-Management
- Business Acumen
- Leadership Abilities
- Mentoring, Coaching and Sponsorship

COMMUNICATION

LISTENING – FEEDBACK – TEAM COMMUNICATION

- Applying effective communication skills.
- Conflict resolution and management.
- Supporting/creating an inclusive environment.
- Listening actively.
- Providing effective feedback.
- Building relationships.

BUSINESS ACUMEN

FINANCIAL ACUMEN – MANAGEMENT – STRATEGIC PLANNING

- Comprehending financial statements, balance sheets and reports.
- Applying effective management skills (i.e. managing a budget, project or department).
- Strategic Planning.
- Motivating and developing people.
- Economic concepts and principles.

Leadership Competencies

Communication

Self-Management
& Development

Business Acumen

Coaching, Mentoring
& Sponsorship

Leadership Abilities

LEADERSHIP ABILITIES

PROFESSIONAL ACUMEN – VISIONING – RELATIONSHIP MANAGEMENT

- Applying effective interpersonal skills.
- Applying effective team management skills.
- Building better relationships.
- Motivating and developing people.
- Empowering others.
- Visioning.

SELF-MANAGEMENT AND AWARENESS

SELF-REFLECTION – SELF-MANAGEMENT – PERSONAL MANAGEMENT

- Pursuit of lifelong learning through the mastery of new knowledge, embracing new ideas, and shares new ideas.
- Self-reflection and assessment through recognizing strengths and weaknesses, seeks feedback from others and learns from failure.
- Tolerates ambiguity by taking priority changes and unforeseen developments in stride as well as leads with a firm sense of purpose in an environment of uncertainty.
- Flexibility by being open to change and new information/perspectives.

COACHING, MENTORING & SPONSORSHIP

COACHING – MENTORING – SPONSORSHIP

- Strategies for career development.
- Seeking a career coach.
- Seeking a career mentor.
- Seeking a career sponsor.
- Becoming a career coach.
- Becoming a career mentor.
- Becoming a career sponsor.

Business Acumen	
Early Career Foundational Development	<ul style="list-style-type: none"> ▪ Develop and apply effective management skills (e.g., problem solving, interpersonal skills, delegation and supervision). ▪ Pursuit of lifelong learning through the mastery of new knowledge, embracing and sharing new ideas. ▪ Identifies strategic developmental areas. ▪ Evidence based decision making; using the best evidence available in making decisions that impact the organization.
Mid and Late Career Advanced Development	<ul style="list-style-type: none"> ▪ Visioning by taking the long view of the organization, building a shared vision for members' role, acting as a catalyst for organizational change, and inspiring others to succeed. ▪ Sees the big picture and understands how to determine organizational objectives and set priorities. ▪ Adapts professional knowledge and skills through being aware of industry changes, developments and emerging issues affecting women in STEM. ▪ Strategic planning through the development of effective strategies consistent with the mission of the organization. ▪ Adapts strategic planning in response to industry changes and developments. ▪ Results oriented through delivering on strategic goals. ▪ Knowledgeable of change management strategies and processes.
SWE Specific Competencies	<ul style="list-style-type: none"> ▪ Manage finances of SWE to meet organizational needs.

Self-Management and Awareness	
Early Career Foundational Development	<ul style="list-style-type: none"> ▪ Self-reflection and assessment through recognizing strengths and weaknesses, seeks feedback from others and learns from failure. ▪ Flexibility by being open to change and new information perspectives ▪ Develop awareness of relationship patterns. ▪ Self-reflection to understand of emotional triggers and develop emotional management strategies. ▪ Takes responsibility for how one's actions affect others.
Mid and Late Career Advanced Development	<ul style="list-style-type: none"> ▪ Taking initiative and making smart risks through the encouragement of creative thinking, supporting and guiding new ideas, and empowering others to take risks. ▪ Tolerates ambiguity by taking priority changes and unforeseen developments in stride as well as leads with a firm sense of purpose in an environment of uncertainty. ▪ Understands how personal emotions and biases affect communication and has management strategies in place to work with different individuals and different types of personalities.

Communication	
Early Career Foundational Development	<ul style="list-style-type: none"> ▪ Communicate plans and activities in a manner that supports strategies for teamwork ▪ Overcoming internal barriers to effective communication ▪ Conflict resolution and management by skillfully settling differences in a positive and constructive manner ▪ Identify and collaborate with internal partners ▪ Develops strategies for communicating constructive criticism in a manner which encourages team continuity ▪ Applies effective communication and interpersonal skills through actively listening to the needs of colleagues, sharing relevant information and expectations, and treating colleagues with respect. ▪ Creates an environment which encourages team participation and sharing of new ideas.
Mid and Late Career Advanced Development	<ul style="list-style-type: none"> ▪ Leverages diversity and differences by leading and supporting an inclusive environment. Seeks new perspectives to achieve the vision and mission of the organization. ▪ Identify and collaborate with internal and external partners. ▪ Build relationships that support organizational mission and strategic objectives.

Leadership Abilities

Early Career Foundational Development	<ul style="list-style-type: none">▪ Understand the difference between a sphere of control and a sphere of influence▪ Maintain a high standard of professionalism and ethics▪ Provide and support an environment for continuous improvement.▪ Develops active listening skills.▪ Apply effective communication and interpersonal skills through actively listening to the needs of colleagues, sharing relevant information and expectations, and treating colleagues with respect.
Mid and Late Career Advanced Development	<ul style="list-style-type: none">▪ Influencing others through coalition building, inviting new perspectives, a clearly articulating the goals of the organization.▪ Build relationships that support the organization's mission and strategic objectives.▪ Identify and leverage personal sphere of control and sphere of influence.▪ Promote and support appropriate change as an essential part of success as an organization.▪ Seeks new perspectives to achieve the vision and mission.▪ Be an advocate for the role of women in STEM.▪ Identify and collaborate with internal and external partners.▪ Leverages diversity and differences by leading and supporting an inclusive environment.