



## Laspa Center Leadership Model

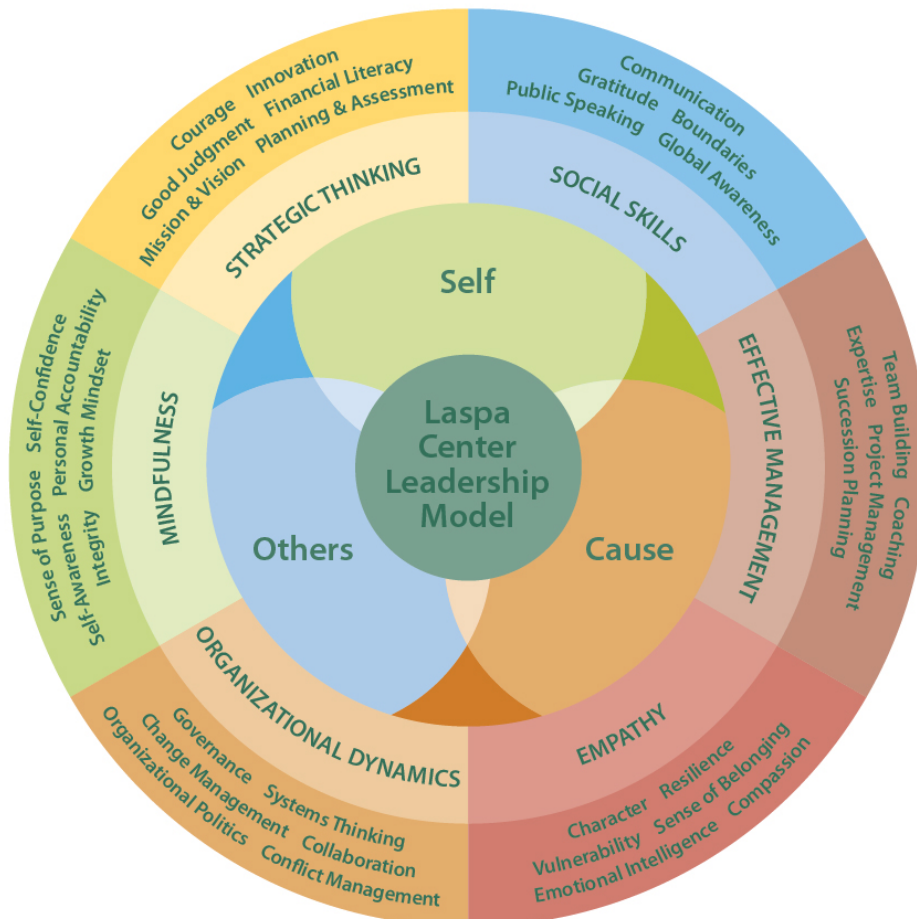
### Bridging the Gender Gap

Guided by core values of integrity, service, creativity, and inclusion, the Laspa Center for Leadership seeks to advance gender equity by providing distinctive programming, enhanced networks, and experiential learning designed to expand the global influence, power, and impact of Scripps College graduates and future leaders.

### Approach to Leadership

Effective leadership does not happen in silence; it ensures that diverse voices and experiences are valued and supported. The Laspa Center addresses leadership as a form of influence framed in the leadership of self, others, and cause, and embraces the continual process of uncovering and strengthening individual leadership competencies.

The Center has identified six primary competencies that represent the balance of hard and soft skills reflected in leadership development. Each competency is further defined by associated elements or building blocks. Exploring and strengthening these building blocks – and their points of intersection – allows the Center to explore the complexity of leadership within the greater context of self, others, and cause and with specific attention to gender.



## Leadership Competencies

A leadership competency is a skill or set of skills that facilitates the ability to lead successfully or efficiently. The six primary competencies are defined in detail below.

### MINDFULNESS

Mindfulness is the ability to be fully present, to pay attention to where you are and what is happening around you without judgment or emotional reaction. It increases focus and heightens attention and can help leaders manage stress, which creates a more comfortable and productive work environment.

Skills and knowledge that demonstrate mindfulness include:

- Self-Awareness: The conscious effort to identify and understand your thoughts, feelings, and actions; an awareness of personal blind spots and potential bias
- Sense of Purpose: A strong vision and connection to who you are, the meaning behind what you do, and how you attain your goals and your aspirations for the future
- Self-Confidence: The personal perception and embodied feeling of self-esteem, and the ability to project a sense of your self-worth and the worth of those around you
- Personal Accountability: Knowledge of your roles and responsibilities and the ability to clearly articulate the impact of your work on others in your team
- Integrity: Conducting your actions in a way that demonstrates a commitment to your personal ethics and values, and the ethical agreements of the setting
- Growth Mindset: Asking questions to practice active learning rather than making assumptions; finding opportunity in challenges and lessons in failure; curious

### EMPATHY

Empathy is the ability to identify and consider another person's emotions, experience, or point of view without judgement. It builds trust and understanding and is often recognized as a vital leadership competency. Skills and knowledge that demonstrate empathy include:

- Character: Knowing your personality, values, and virtues, and being able to act in ways that clearly convey your unique character traits
- Vulnerability: A willingness to experience uncertainty, risk, and emotional exposure in the pursuit of achieving important goals
- Sense of Belonging: A belief that you and those around you deserve a seat at the table, are made welcome there, and are valued for their contributions
- Resilience: The ability to meet adversity and setbacks, make appropriate decisions in times of turbulence, and bounce back
- Emotional Intelligence: The self-awareness of your own emotional state and understanding the influence of your emotions in group dynamics; being aware of the emotions of those around you and the ability to respond with empathy
- Compassion: Actions we take that reflect authentic feelings and express understanding of others' experiences

## SOCIAL SKILLS

Social skills allow us to communicate and interact with one another and serve as active members of society. Leaders with strong social skills learn how to collect and interpret data about people and situations and remain conscientious of their interactions with others. Skills and knowledge that demonstrate social skills include:

- Interpersonal communication: An open mindset and curiosity about others; noting different communication styles, and their unique abilities to exchange information, feelings, and meaning through verbal and nonverbal messages; active awareness of how culture affects communication, and the ability to communicate and listen effectively across differences.
- Gratitude: Noticing and acknowledging the value and meaning in the tangible and intangible gifts we receive and expressing appreciation for the people and circumstances that are responsible for those gifts
- Boundaries: Demonstrating the importance of setting healthy limits between productivity and personal and collective well-being
- Public Speaking: Communicating clearly and effectively in front of an audience, modeling inclusivity and addressing potential accessibility needs of the audience
- Global Awareness: Recognizing that our individual culture and context exist interdependently to the rest of the world, leaders must develop a critical understanding of cross-cultural issues, global challenges, and remain adaptive in addressing them

## STRATEGIC THINKING

Strategic thinking is the practice of reflecting on a goal, assessing available information, weighing options, and developing a plan before taking any action. Innovation and intention are instrumental to this active, evolving process. Leaders will practice strategic thinking by collecting feedback, pulling people together for long-term planning, measuring financial implications, setting priorities, and identifying potential pitfalls. Skills and knowledge that demonstrate strategic thinking include:

- Courage: Strong leaders with an eye to the future need the willingness to confront opposition to their vision; confidence in decisions made
- Innovation: Devising new and different ways to approach projects and processes
- Mission & Vision: Mission sets the tone of an organization and should be reflected in all major activities; vision is the driver for organizational potential and provides long-term direction
- Planning and Assessment: A regular process of evaluating organizational objectives, identifying key initiatives, developing detailed plans, organizing and staffing accordingly, and then measuring progress and setting future goals
- Financial Literacy: Understanding the fundamentals of finance and accounting from both an individual and organizational standpoint, plus how an organization is funded and how those funds will be applied and managed to achieve the mission
- Good Judgment: The ability to proceed cautiously and confidently, and respond to circumstances with thoughtfulness, calm, and maturity

## EFFECTIVE MANAGEMENT

A manager may be called upon as figurehead, spokesperson, liaison, negotiator, leader, or entrepreneur at any given time. Effective management suggests the ability to plan and set goals, identify and develop the strengths of a team, invest in training, and motivate team members to give their best and strive for success. It calls upon leaders to be clear, consistent, and transparent, to set the example, encourage input, and recognize hard work. Skills and knowledge that demonstrate effective management include:

- Expertise: Knowledge and experience in the field or industry
- Team Building: Creating and identifying opportunities to build and sustain a team that performs at an optimal level
- Coaching: Identifying the strengths and challenges of team members, providing constructive guidance and input, and creating opportunities to build and sustain high-performing teams; mentoring and sponsorship
- Project Management: Facilitating the progress of projects and goals to their completion
- Succession Planning: The process necessary to ensure that operations essential to the mission will continue unimpeded in the event of the departure of a particular individual or individuals

## ORGANIZATIONAL DYNAMICS

Organizational dynamics studies individual and collective roles in an organization, and how people behave and react to one another. Leaders rely on organizational dynamics to create a vision, identify gaps and barriers, and explore ways to help the organization run more effectively. Skills and knowledge that demonstrate organizational dynamics include:

- Governance: The formal structure of the organization that determines the scope of responsibilities assigned to each individual
- Collaboration: Working in partnership with other organizations or individuals who have a shared interest
- Organizational Politics: Understanding how resources and decision-making are influenced by individuals
- Conflict Management: being able to identify and address conflicts sensibly, fairly, and effectively. Understanding that conflict is an opportunity to learn about the perspectives of others and improve understanding among people; An organization's process for constructively resolving disputes
- Systems Thinking: An understanding of how the different parts of an organization interrelate
- Change Management: How the organization can adapt to unanticipated change

## Intention

Illustrating a unique approach to leadership, this model is intended to provide a lens for individuals to consider their own leadership development and teach not only the individual competencies, but also their intersecting relationship within the context of self, others, and cause.

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