MASTERPIECE LEADER COMPETENCY MODELS

Each of or our Masterpiece Leader Models is a grouping of seven interdependent behavioral competencies that, when used together, have been shown to predict outstanding performance. We have three distinct leader competency models that correlate with the following roles: Executive, Manager, and Supervisor.

BEHAVIORAL COMPETENCY

We identify and measure behaviors using behavioral competencies. A behavioral competency is an underlying characteristic of an individual consisting of a *thought-action-sequence*. The competency has two parts:

1. The person's action
2. The person's thinking/intention for taking the action

$$+ \text{ Action}$$
$$\text{Thought} \quad \text{(behind the Action)}$$
$$= \text{Competency}$$

MASTERPIECE LEADER COMPETENCIES

Our research has shown that there are seven *differentiating* Masterpiece Leader competencies. Each behavioral competency is named and described in general terms:

1. **ACHIEVEMENT MOTIVATION** - Looks to make things systematically better.
2. **DEVELOPING OTHERS** - Looks to develop skills and behaviors of staff.
3. **IMPACT & INFLUENCE** - Develops & uses strategies & tactics to impact or influence others.
4. **LEADING OTHERS** - Motivates others to achieve results.
5. **ORGANIZATIONAL AWARENESS** - Recognizes the realities of organizational culture, values, and structures.
6. **RELATIONSHIP BUILDING** - Builds professional relationships either at work or outside of the workplace.
7. **INQUIRY** - Seeks to understand what others are saying, feeling, and thinking.

LEVELS OF COMPTENCE

Each of the seven behavioral competencies contains nine incremental levels that describe a specific thought-action-sequence statement. Following is the ACHIEVEMENT MOTIVATION competency and nine levels:

ACHIEVEMENT MOTIVATION - Looks to make things systematically better.	
-1	Does less than what is required. Is pre-occupied with non-work concerns.
0	Works hard. Focuses on volume without regard to quality.
1	Works toward explicit standards of excellence generally set by management.
2	Creates own measures of excellence using internal and external data.
3	Makes specific changes in the system or in own work methods to improve performance.
4	Acts to make things continuously better by setting challenging goals for self or others.
5	Chooses goals and sets priorities based on optimum use of resources.
6	Takes calculated risks to reach challenging goals.
7	Takes sustained actions over time to reach entrepreneurial goals.

MASTERPIECE LEADER COMPETENCY MODELS

Each model indicates a specific target level of behavior for each competency. The target level is consistent with outstanding performance within that role.

Examples of target levels are shown in the ACHIEVEMENT MOTIVATION table above.

| Executive/Senior Leader Model | Director/Manager Model | Supervisor/Lead Model |