

# Identifying and Promoting Leaders: Recommended Competencies



Whether you're hiring someone external or promoting from within, there are always specific competencies you want to focus on when you're hiring for your leadership roles. And as we know, while people may have the required technical skills and knowledge, it's also critical that they demonstrate leadership capabilities such as the ability to communicate well, inspire and motivate their teams, and think strategically and creatively.

Criteria assessments and structured interviews give you a clearer talent signal when identifying leaders or advancing existing employees into leadership roles. In other words, they give you a more accurate, comprehensive, science-based, job-relevant picture of each candidate, so you can confidently identify people who have the potential to lead effectively and ultimately, enhance productivity, improve employee morale, and reduce turnover.

This guide helps you identify some of the most relevant recommended competencies for common leadership roles, based on an extensive mapping of the task requirements for jobs across the O\*NET database, job advertisements and subject matter expert analysis.

In general, when assessing potential leaders, we recommend using:

- [Illustrait](#) to assess competency potential for the 5-7 competencies most relevant to the role ([view the full library of 38 competencies here](#)) and the [Employee Personality Profile \(EPP\)](#) to assess relevant personality traits.
- An [aptitude assessment such as the CCAT, UCAT, Cognify or UCognify\\*](#) to assess a candidate's underlying problem-solving, reasoning and learning ability.
- An [Emotional Intelligence assessment such as Emotify](#) to identify people who can accurately identify, understand, manage and regulate their own and others' emotions.
- [Structured interviewing](#) to deliver structured interviews that provide further insight into the candidate's potential across each competency as well as situational judgement, scenario-based or work sample assessments.

# Recommended competencies for common leadership roles

## Executive Director

Recommended Competencies	Definition <i>Identify leaders with the potential to...</i>	Aptitude assessment	Illustrait	EPP	Emotional Intelligence	Structured interviewing
<b>Cooperation and collaboration</b>	Cooperate well with others and work as part of a team to achieve joint tasks. Listening to others to understand their perspective.	CCAT/UCAT (Senior Manager / VP score range)	Y	(Management and Leadership job family match)	Emotify	Y+
<b>Directing and coordinating</b>	Direct and coordinate the work of others, assign and delegate responsibilities and tasks, supervise work.		Y			Y+
<b>Investigating, analyzing, and evaluating</b>	Critically evaluate and analyze information or data to understand its value and importance. Connect data to its broader context and draw informed conclusions.		Y			Y
<b>Organizing and planning</b>	Make detailed plans that include task dependencies and resource requirements. Work in an organized, systematic, and structured way. Use organizational aids and make contingency plans to cover potential scenarios.		Y			Y+
<b>Strategic mindset</b>	Engage in strategic business thinking, including organizational goals, structures, and activities. Take a long-term view of the future, and critically analyze business context, market trends and economic outlook.		Y			Y
<b>Solving and improving</b>	Make improvements and solve problems or issues. Seek out opportunities for improvement and proactively generate solutions.		Y			Y+

Y+: For Video interviewing, Y+ means that stock interview questions are available via the Criteria structured interviewing solution. The Illustrait score report also includes recommended interview questions for each competency based on the candidate's responses that you can include in a video or live interview.



## Sales Manager

Recommended Competencies	Definition <i>Identify leaders with the potential to...</i>	Aptitude assessment	Illustrait	EPP	Emotional Intelligence	Structured interviewing
<b>Business acumen</b>	Continually develop and update knowledge and understanding of commercial, financial, and business matters. Apply knowledge across domains such as strategy, product or service design and marketing. Evaluate issues in terms of cost, revenue, value, and market conditions.	CCAT/UCAT or Cognify/UCognify (Sales Manager score range)	Y	(Management and Leadership job family match)	Emotify	Y
<b>Directing and coordinating</b>	Direct and coordinate the work of others, assign and delegate responsibilities and tasks, supervise work.		Y			Y+
<b>Investigating, analyzing, and evaluating</b>	Critically evaluate and analyze information or data to understand its value and importance. Connect data to its broader context and draw informed conclusions.		Y			Y
<b>Managing conflict</b>	Manage and settle disagreements and conflict. Keep calm and understand emotions and perspectives of all parties to identify root causes. Mediate to help resolve conflicts.		Y			Y+
<b>Organizing and planning</b>	Make detailed plans that include task dependencies and resource requirements. Work in an organized, systematic, and structured way. Use organizational aids and make contingency plans to cover potential scenarios.		Y			Y+
<b>Selling</b>	Sell products, services, or ideas to clients, customers, or stakeholders. Prospect, deliver pitches, handle objections and close sales. Select and use appropriate sales methods. Pursue sales opportunities and attend to sales targets.		Y			Y

\* UCAT and UCognify are language-independent versions of the CCAT and Cognify that don't assess verbal ability, making them easily translatable and ideal for international use.



## Operations Manager

Recommended Competencies	Definition <i>Identify leaders with the potential to...</i>	Aptitude assessment	Illustrate	EPP	Emotional Intelligence	Structured interviewing
<b>Business acumen</b>	Continually develop and update knowledge and understanding of commercial, financial, and business matters. Apply knowledge across domains such as strategy, product or service design and marketing. Evaluate issues in terms of cost, revenue, value, and market conditions.	CCAT/UCAT (Operations manager score range) or Cognify/UCognify (Project Manager score range)	Y	(Management and Leadership job family match)	Emotify	Y+
<b>Checking and monitoring</b>	Check and review their own and others' work. Complete work to high standards and monitor work in progress.		Y			Y+
<b>Directing and coordinating</b>	Direct and coordinate the work of others, assign and delegate responsibilities and tasks, supervise work.		Y			Y+
<b>Organizing and planning</b>	Make detailed plans that include task dependencies and resource requirements. Work in an organized, systematic, and structured way. Use organizational aids and make contingency plans to cover potential scenarios.		Y			Y+
<b>Solving and improving</b>	Make improvements and solve problems or issues. Seek out opportunities for improvement and proactively generate solutions.		Y			Y



## Department Supervisor

Recommended Competencies	Definition <i>Identify leaders with the potential to...</i>	Aptitude assessment	Illustrate	EPP	Emotional Intelligence	Structured interviewing
<b>Checking and monitoring</b>	Check and review their own and others' work. Complete work to high standards and monitor work in progress.	CCAT/UCAT or Cognify/Ucognify (Manager / Supervisor score range)	Y	(Management and Leadership job family match)	Emotify	Y
<b>Directing and coordinating</b>	Direct and coordinate the work of others, assign and delegate responsibilities and tasks, supervise work.		Y			Y+
<b>Organizing and planning</b>	Make detailed plans that include task dependencies and resource requirements. Work in an organized, systematic, and structured way. Use organizational aids and make contingency plans to cover potential scenarios.		Y			Y+