

Twelve Skills of Strategic Leaders Maturity Model

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Understanding the levels of proficiency of the Twelve Skills

	TWELVE SKILLS	UNAWARE
STRATEGY	Mastering Strategic Thinking Unlocking Problem Solving	I focus my efforts dealing with day-to-day issues and address pressing issues when they arise. I work immediately on problems as presented and make decisions based on my intuition and experience.
COMMUNICATION	Developing Clear Messaging Enhancing Executive Presence	I manage my time and communication through the high volume of email I receive and numerous meetings I attend. I spend my time most days just getting my work accomplished. I don't think about my image or reputation.
TALENT	Expanding Relationship Building Strengthening Talent Development	I don't really know my colleagues that well. My priorities and commitments take precedence. Most of the people I work with don't have development goals since all of our time is spent trying to meet business objectives.
RESULTS	Driving Focused Execution Achieving Top-Tier Performance	We really need to just get ourselves caught up on the backlog of work we face. My team does what we have always done in the ways we have always done.
CHANGE	Revamping Change Leadership Increasing Presuasion & Influence	I don't have time or interest in people's personal agendas. I believe we have work to do and I focus on getting it done. I think the best way to deal with changes in any organization is to just make them and push through any difficulties that arise.
TEAMS	Invigorating Team Building Improving Group Collaboration	My team has been working together for some time so there is not really a need to explain circumstances or hold meetings that focus on collaboration. We don't have formal meetings or spend time with roles and responsibilities. People know they must work together to get the work done.
	Readiness for Promotion	I am not sure when I will be promoted.

NOVICE

I explore opportunities when presented, but spend most of my time and energy on operational challenges.

I prioritize the problems my team faces and try to consider information and input from colleagues when possible.

I spend time on communications that are mission critical, but I don't have any specific way I message others.

I help colleagues accomplish the work that is assigned to our team and think I am viewed positively for my efforts.

I only know a few of my coworkers personally. I am focused mostly on my priorities.

My team's development goals are specific to each person—if they have them. I will provide feedback or advice if they want it, but don't usually offer it.

I occasionally think about my team's future, but we spend most of our time working on pressing demands.

My team does what we are asked to do, and we try to organize to complete our work as best we can

I spend most of my time trying to figure out how to get what I need, and while I know people have agendas, I don't give much mind to them.

When something needs to change, I let people know what is happening and try to answer any questions they have.

The team I work with have regular meetings and occasional check-ins, but most time is spent doing the work.

On my team, people naturally fill certain roles and when problems surface, we deal with them.

I might be ready for promotion in the next 24 months.

ADVANCED

I actively seek new opportunities and solicit the unique perspectives of a wide range of colleagues for critical decisions.

I anticipate problems, work to identify root causes, and draw on both analytical and creative approaches for solutions.

I think about each audience carefully when developing messages and choose optimal communication channels.

I work to be viewed as both competent and credible by my colleagues. I actively build my personal brand.

I know each of my colleagues both professionally and personally and work to keep my commitments to build their trust in me.

I understand the development needs of my team and help them build new skills. I provide frequent coaching and feedback on performance.

I have a clear vision of the future, set goals, and develop action plans with clear performance measures for my team to achieve.

My team has a clear value proposition with incentives linked to goal achievement and productivity improvement.

I am always trying to thoroughly understand people's interests and needs. I try to connect my priorities to others' agendas for mutual benefit.

I build business cases for organizational change to engage stakeholders analytically and emotionally and gain buy-in to the change.

My teammates and colleagues understand the situation we are operating in. I create safe and supportive environments in which to work.

I establish clear team tools and processes, communicate goals and priorities, share information freely and manage issues before they become problems.

I was recently promoted.

next 12 months.

I should be ready for promotion within the

INTERMEDIATE

I am opportunity-minded and manage as

while also tapping into the ideas of others. I focus my efforts on significant issues,

working to understand the challenges and

I am aware of my different constituents and

I strive to be an asset to my team, project a

I know many of my coworkers and what is

important to them at work, but I focus mainly

A few people on my team have development

needs and goals—some of which I help with.

When someone needs coaching or feedback,

I have an idea of where my team is going, and

we have a few goals and standard measures.

I try to keep people working on what is most

My team has a good sense of our mission.

We align ourselves with our work, but

incentives are not linked to performance.

I recognize I will not be successful unless I

enlist the support of others. To do so, I must be

mindful of what they are trying to accomplish. I communicate to my team changes that are

forthcoming, providing as much data and

information as I can. I encourage them to be

I ensure my team has a few important routines

in place like check-ins and project reviews. I try

to be aware of the needs of team members.

My teams have discussed and agreed upon

basic roles and responsibilities. We have

regular project reviews to keep us on track.

positive image and have a favorable

on accomplishing our team goals.

reputation in my organization.

try to create messages that will resonate with

identifying, with others, options for

improvement.

I provide it.

positive

important right now.

their wants and needs.

much as possible using data when available

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