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**LEADERSHIP DEVELOPMENT GRID**

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| **Desired Skills** | **Inhibitors to Change/Growth** | **Possible Mitigation Strategies** |
| Communication | Inability to listen; empathy; perspective; culture | Grammar; collaborative writing |
| Innovation | Inability to think outside the box; question/response; culture | Asking questions to get the best solutions |
| Creativity | Speed (close tickets) Trap | Space to try; mentoring; space to be creative |
| Empathy | Lack of self-awareness; some people not wired to be empathetic or they don’t have the life experience | Relevant reading and training; cross-training, switching roles |
| Writing | Spelling/grammar | Community; group authoring |
| Verbal Skills | Confidence; experience; lack of sincerity |  |
| Self Confidence |  | Empowerment; encouragement; coaching |
| Prioritization | Communication; lack of self-confidence |  |
| Situational awareness | Lack of cross departmental/cross institutional knowledge | More info sharing/transparency |
| Organizational level thinking | Isolated to department-specific problems | Exposure to information from across the campus |
| Emotional intelligence | Lack of education |  |
| Peer to peer conversations/candor | Perceived lack of authority |  |
| Leading from where you are | Don’t lead without title |  |
| Team building |  |  |
| Being an influencer | Seem to be inaccessible |  |
| Addressing the culture/cynicism/lack of value for positivity |  |  |
| Developing leadership skills instead of management skills | People don’t understand the difference between leadership and management | Provide relevant, ready materials. Mentors are important |
| Diplomacy; good political skills; persuasiveness | Lack of awareness of your personal filter (personality); tension in the hiring process | Emotional intelligence training |
| Conflict management/ability to help others with conflict | It’s human nature to try and avoid conflict; lack of understanding of how conflict poisons culture; fear of failure; institution-based lack of support for failure | Create opportunities for people to gain confidence without fear of failure; mentoring |

Other ideas: Road maps, StrengthFinders, retreat, culture, matching the right mentor to the right person