MCQUAIG 360 LEADERSHIP REVIEW
Competencies

What is the McQuaig 360 Leadership Review based upon?

The McQuaig 360 Leadership Review is based on a set of well-researched competencies which fully cover what is required of 21st Century leaders.

After over 40 years of using competencies in the workplace[1], there is now clarity in what distinguishes superior performance in terms of leadership behaviours[2]. The main issue businesses have had is structuring these behaviours so they are straightforward to understand.

The McQuaig 360 Leadership Review draws upon academic literature and business experience in using competencies to give a clear, focused and practical framework of eight broad competencies.

Why are there eight competency areas?

From the academic research perspective, different models have captured the essential structure of the competencies. Some suggest a simple two component model[3], others five[4], some eight[5,6]. Generally, we accept that we need more than two areas to really measure leaders' behaviour against overall performance[7].

From the business practitioner perspective, there are many competency frameworks which have multiple competencies. McQuaig's own examination of the market gave an average expectancy of 24 competencies appearing in any given Leadership Model. When exposed to these multiple models, user feedback suggests they experience confusion, cross-over, and redundancy in trying to work across so many competencies. Multiple models try to do too much.

Combining the learning from both approaches, the McQuaig 360 Leadership Review uses the broad component model to categorise, then focus key performance competencies at a detailed level. The competencies contain the elements of what the market wants[8] cross referenced with what is recognised as success in the workplace[9].

| 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 |

Do we have to use all the competencies?

No – in fact, the unique aspect of the McQuaig 360 Leadership Review is that we advocate only using the competencies that really impact on business success for the particular job role and area. Whilst some users want to conduct a census approach, with guidance we can streamline what leadership success looks like across different roles in your business, and select competencies to measure.

How are the competencies described?

	(primary)	(secondary)
1	**Making Decisions**	**Initiating** refers to how the leader calls people to action by appropriately taking charge of situations, making a good decision calls under time pressure, and taking a firm stand when required.
		Directing encapsulates moving people forward by leading employees and stakeholders, motivating others around them, and empowering people to decide and work out issues themselves.
2	**Supporting**	**People Focused** entails the leader genuinely being there for the good of others by seeking out contributions from others, playing for the team rather than just themselves, and supporting others to fulfil their potential.
		Principle Focused is understanding and applying doing what is right in the leadership context. This includes adhering to internal rules, working within recognised regulations, together with embracing different and sometimes diverse views.
3	**Engaging**	**Networking** is making strong and valued connections, so includes the leader being active in group settings, reconnecting with contacts, connecting with new people, especially making contact with others outside their established area.
		Persuading encompasses the leaders' behaviours which show that they are confident in influencing others, promoting and selling a message, as well as keeping control in all levels of negotiations.
4	**Interpreting**	**Expertise** is showing behaviours where the leader can draw upon experience and knowledge to help others understand issues. This includes using theory to guide practice, translating technical areas into understandable terms, and when required, giving clear advice to clarify issue at hand.
		Analysis shows the leader's problem solving behavioural set which includes getting to the core of the issue, having a focus on the key points, and spotting errors that others may have missed.
5	**Conceptualising**	**Innovation** is pushing to do things differently. This includes whether the leader introduces new ways of thinking, puts creative solutions forward, and really questions convention.
		Strategy is the leader demonstrating broader thinking. It comprises taking a long term perspective, linking initiatives to mission and vision, as well as keeping the bigger picture in mind.
6	**Execution**	**Planning** ensures things are on track so the leader gives others clear steps in a plan, sees through the completion of initiatives on time, and ensures resources are in place to support those plans.
		Results matter and the leader ensures that they and the team deliver what is promised. Results are understood and clearly defined, as well as making sure delivery is in line with expectations of stakeholders and customers.
7	**Change Orientation**	**Adapting** successfully with a change of internal circumstances, or market environment, the leader embraces new experiences, takes on new ways of working, and works with new approaches.
		Coping in testing conditions is shown by the leader in them keeping a positive mindset, recovering quickly from setbacks, and controlling emotions even in the most difficult of circumstances.
8	**Performing**	**Goal Oriented** casts the die for success. The leader sets stretch goals for others, seeks progression for themselves and the team, as well as achieving against self-imposed targets.
		Enterprising is adopting an entrepreneurial approach whatever size of organisation, where the leader instils commercial thinking, is driven by an element of competition, and is business focussed in their operations.

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