ESSENTIAL COMPETENCIES
Predictors of Success for California County Executives
Adapted by the California Association of County Executives, October 2018

1. Collaboration and Influence

- Builds informal authority, trust and credibility across multi-sectors (interdepartmental, intergovernmental, community-based organizations, community members)
- Exercises influence through persuasion to move people towards united action
- Practices a symphonic approach to synthesize information, put pieces together, cross boundaries and see a bigger picture; makes connections between disparate information and people to innovate and bring harmony
- Employs collaborative approaches to deal with challenging dilemmas when not 'in charge'

2. Strategic Agility and Orientation

- Establishes a shared vision and organizational values which connects every employees' and stakeholders' interests to the desired ends
- Separates means from ends; keeps the organization culture, systems, structure and resources focused on the ends
- Applies design literacy to building processes, initiatives, policies and programs which advance goals of organization

3. Build Organization Capacity

- Continually invests in and builds capacity of the people throughout the organization
- Coaches others in organization and creates an environment that supports mentoring and knowledge sharing throughout the organization
- Fosters resiliency in every employee

4. Results Orientation

- Tenacity in communication and action towards achievement of goals
- Aligns processes and practices to achieve ends
- Ensures processes are transparent and effective in achieving results, and subject to periodic improvement
- Performance measures and data are used regularly and are meaningful and accessible to managers, employees and the public in tracking progress towards goals

5. Readiness to Change

- Builds an agile organization with the structure, culture and systems able to respond to disruptive changes, and with employees who are prepared to respond to ambiguous and complex situations
- Articulates the vision for the future crafted by the governing board, and makes a compelling case for change to mobilize others

6. Acts with Head, Heart and Hands

- Articulates and demonstrates expected values in daily actions and conversations
- Exercises emotional intelligence in the practice of leadership
- Creates meaning for self and others
- Practices self-reflection daily

7. Inclusiveness

- Accepts and integrates other points of view in decision making and actions
- Facilitates conversations across diverse groups of people and perspectives
- Seeks to increase diversity in team members and thinking

8. Public Service

- Keeps a focus on for whom the service is provided and the desired outcomes for the community
- Practices equality and equitability in service delivery
- Exercises neutrality in the development and application of policy and services
- Balances results with political acceptability
- Respects the governing board-executive symmetry of authority

Technical Competencies

- Has and keeps current on technical skills needed to do the job – but not to do others' jobs
- Able to apply technology as needed
- Understands how the local government operates and is financed
- Recognizes the roles and interrelationships of departments within the government and the relationships with federal, state and other local governments

California Association of County Executives
Providing Executive Leadership in California's Counties

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