

# Capabilities of Effective Engineering Leaders

## Core Values, Character, and Accountability:

- Taking Initiative
- Making Decisions in the Face of Uncertainty
- Upholding Responsibility, Sense of Urgency, and Will to Deliver
- Exercising Resourcefulness, Flexibility, and Resilience
- Committing to Ethical Action, Integrity, and Courage
- Exercising Self-Awareness, Self-Reflection, and Self-Improvement
- Developing Vision and Intention in Life and Career
- Fostering Trust, Loyalty, and Team-Building
- Embracing Equity, Diversity, and Inclusion

## Relating:

- Inquiring and Dialoguing
- Developing and Deploying Structured Communications
- Negotiating, Compromising, and Managing Conflict
- Advocating and Influencing
- Building Diverse Connections and Communicating across Cultures
- Interacting Constructively; Providing and Receiving Feedback
- Building Relationships and Networks
- Managing your Relationship with your Boss
- Developing and Empowering Others

## Sensemaking:

- Understanding Group and Organizational Cultures
- Maintaining Awareness of Societal and Natural Context
- Ascertaining the Needs of Customers or Beneficiaries
- Exercising Business Context Awareness and Financial Acumen
- Tracking and Assessing New Technology
- Exercising Systems Thinking

## Visioning:

- Creating Motivating Environments
- Creating and Communicating a Shared Vision
- Identifying and Defining Issues, Problems, or Paradoxes
- Thinking Creatively and Depicting Possibilities
- Defining the Solution
- Architecting the Solution Concept

## Delivering on the Vision:

- Forming and Implementing Working Groups and Teams
- Aligning Organizations Toward a Vision
- Understanding and Leveraging Power in Organizations
- Planning and Managing a Project to Completion
- Exercising Project/Solution Judgment and Thinking Critically
- Inventing
- Innovating
- Deploying and Operating Solutions

## Technical Knowledge and Reasoning



*Practiced, developed, assessed  
during weekly Engineering  
Leadership Labs*