

## LEADERSHIP CAPABILITIES

In *The Leadership Code* (2008, Harvard Press) Ulrich, Smallwood and Sweetman distilled years of research and interviews with thousands of business leaders to establish what are the key traits that are common to all effective leaders. They identified five distinct areas of competence:

1. Strategist – Shape the Future
2. Executor – Make Things Happen
3. Talent Manager – Engage Today’s Talent
4. Human Capital Developer – Build the Next Generation
5. Personal Proficiency – Invest in Yourself

Most people will tend to have natural capabilities in one or more area with others that are under-developed.

Great leaders need to be able to operate proficiently in all areas to create a balance between short-term and long-term results. By understanding one’s own preferences and competencies it is possible to identify the areas where new capabilities need to be built and existing ones strengthened.

Ulrich and his team believe that between 60% and 70% of a leader’s make up is determined by these ‘common denominators’ with the balance made up of ‘differentiators’ of personal style.

The Leadership Code concept can be summed up in the following diagram:

