



The Competency Assessment of Responsible Leadership (CARL)

Competencies	Knowledge (knowing)	Skills (doing)	Attitude (being)
Stakeholder relations	<ul style="list-style-type: none"> Methods to identify & integrate legitimate stakeholder groups Seeing conflict as a foundation for creativity Dealing with conflicting interests of stakeholders 	<ul style="list-style-type: none"> Initiating and moderating a dialogue Respecting different interests to find a consensus Developing long-term relationships 	<ul style="list-style-type: none"> Being empathic with a desire to help others Being open & trustworthy Appreciating the positive in diversity
Ethics & values	<ul style="list-style-type: none"> Knowing what is right and wrong Knowing your own values Understanding dilemmas 	<ul style="list-style-type: none"> Critically questioning and adapting values Acting according to ethics and own values Being a role model 	<ul style="list-style-type: none"> Being honest and integer Seeking fairness Being responsible towards society and sustainability
Self-awareness	<ul style="list-style-type: none"> Understanding the importance of reflection in the learning process Knowing oneself Understanding one's own strengths and weaknesses 	<ul style="list-style-type: none"> Learning from mistakes Reflecting on one's behavior, mental models & emotions Adapting the communication style 	<ul style="list-style-type: none"> Reflecting about oneself Reflecting about one's own behavior Sharing one's developmental challenges.
Systems thinking	<ul style="list-style-type: none"> Understanding how the systems works Understanding inter-dependencies & inter-connections of systems Understanding sustainability challenges and opportunities 	<ul style="list-style-type: none"> Dealing with complexity and ambiguity Estimating consequences of decisions on the system Seeing the big picture and the connections rather than the parts 	<ul style="list-style-type: none"> Working across disciplines & boundaries Defending a long-term perspective Providing a trans-generational perspective
Change & innovation	<ul style="list-style-type: none"> Understanding the significance of a motivating vision in change processes Understanding the drivers & enablers of innovation & creativity Understanding conditions, functioning & dynamics of change processes 	<ul style="list-style-type: none"> Developing creative ideas Acting to bring about change & translating ideas into action Questioning the status-quo & identifying steps of change for a sustainable future 	<ul style="list-style-type: none"> Being open, curious and courageous Being flexible and adaptable for change Being visionary in finding solutions for society's problems