

What is the BT+ Leadership Framework?

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The BT+ Leadership Framework is a shared vocabulary for leadership development, designed to complement the language your organization already uses. It's built around 5 domains that capture leadership areas shaping business outcomes. Within each domain sits a set of competencies that name the specific skills leaders need to build.

What are the 5 domains and their competencies?

Character & Integrity

Leading with ethics, accountability, and resilience

- **Integrity** — Making ethical decisions, keeping commitments, and role-modeling company values consistently.
 - **Self-Awareness** — Understanding one's own strengths and limitations, admitting mistakes, and staying open to feedback without defensiveness.
 - **Composure** — Maintaining self-control under pressure so that stress or difficulty does not compromise performance.
 - **Trust-Building** — Establishing and maintaining trust-based relationships, creating psychological safety and space for authenticity.
 - **Resilience** — Persevering through adversity and holding steady through change and disruption.
 - **Ownership** — Taking initiative, acting decisively, and delivering business results with rigor and attention to detail.
 - **Wellbeing** — Balancing work and personal priorities, and supporting mental health and sustainable performance.
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People & Culture

Building inclusive, collaborative environments across internal and external teams

- **Collaboration** — Working effectively across teams, breaking down silos, and building toward a shared purpose with candor.
- **Motivation** — Energizing self and others, recognizing contributions, and fostering an engaged workplace.
- **Team Development** — Growing people through coaching, mentoring, and empowerment, and building a pipeline of talent.
- **Communication** — Conveying ideas concisely in writing and in person, listening actively, and giving and receiving feedback well.

- **Emotional Intelligence** — Reading and responding to others' needs with candor, compassion, and genuine interest, adapting approach to context.
 - **Respect for Differences** — Valuing people of varying backgrounds and cultures, and leading inclusively with cultural competency.
 - **Navigating Conflict** — Addressing disagreement constructively and facilitating productive debate of ideas.
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Execution & Outcomes

Delivering high-quality outcomes with a focus on customer needs

- **Execution** — Translating vision into plans, setting priorities and objectives, and delivering on time and to standard.
 - **Data-Driven Decision-Making** — Making timely, objective decisions grounded in data and analysis rather than assumption.
 - **Customer Focus** — Seeking first-hand insight from internal and external customers, and acting with their needs in mind.
 - **Accountability** — Holding self and others to commitments, and owning the quality of deliverables.
 - **Productivity** — Managing time and personal organization to meet deadlines consistently.
 - **Problem Solving** — Applying rigorous logic under ambiguous conditions, looking beyond the obvious, and finding resourceful solutions.
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Growth & Change

Adapting, learning, and leading through evolution and uncertainty

- **Continuous Learning** — Learning nimbly from experience and mistakes, staying curious, and challenging existing knowledge.
- **Feedback** — Seeking, offering, and acting on feedback to develop self and others.
- **Critical Thinking** — Exercising sound judgment in complex or ambiguous situations, questioning assumptions and weighing consequences.
- **Change Management** — Championing change, overcoming resistance, and removing systemic barriers to build momentum.
- **Adaptability** — Adjusting thinking, approach, and plans as conditions shift, with flexibility in tone and style.
- **Innovation** — Generating original ideas and better ways of working, and managing the creative process of others.
- **Experimentation** — Learning actively by testing ideas at small scale and taking measured risks.

- **Continuous Improvement** — Championing new methods, systems, and processes that improve performance over time.

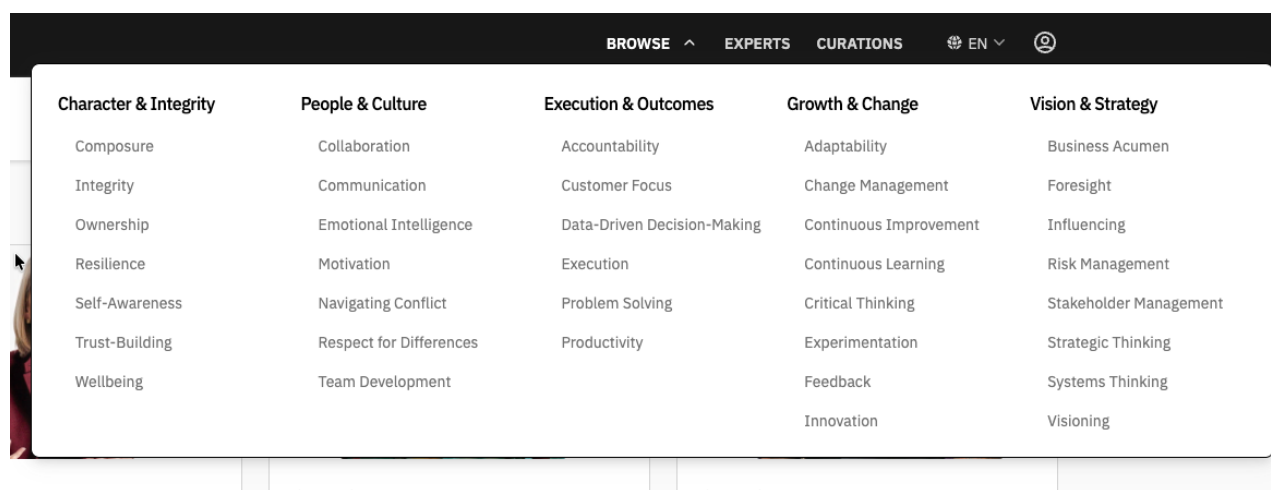
Vision & Strategy

Keeping focus on the big picture, aligning others, and charting a clear path forward

- **Strategic Thinking** — Seeing ahead to future possibilities and translating them into strategies aligned to the mission.
- **Visioning** — Developing an inspiring vision for the business, and setting clear direction and goals behind it.
- **Foresight** — Thinking ahead and anticipating future consequences, trends, and potential challenges.
- **Business Acumen** — Understanding the market, the industry, and the financial drivers behind the organization's strategy.
- **Systems Thinking** — Understanding how organizations work, and getting things done through formal and informal channels.
- **Stakeholder Management** — Anticipating and balancing the needs of multiple stakeholders with organizational and political savvy.
- **Risk Management** — Anticipating risk and taking calculated risks with a clear view of the trade-offs.
- **Influencing** — Persuading and aligning others around a shared purpose, adapting the approach to each audience.

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