Effective Seventh-day Adventist Leaders’

CORE COMPETENCIES

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Office of Global Leadership Development
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Instructions to presenters:

1. Slides #6 through #11 contain words that are **underlined**.
2. Clicking on an underlined word will advance the program to a slide that expands/explains the concept more fully.
3. To return to the slide that contained the underlined word, click on the return arrow in the lower right-hand corner of the slide.
Core Competencies

1. Creates vision and direction while maintaining SDA identity
2. Uses effective personal/interpersonal behaviors
3. Manages the organization
4. Creates and maintains people focus
5. Builds competent, diverse and empowered workforce
6. Encourages cooperation and understanding
7. Develops resources
Creates vision/direction while maintaining SDA identity

- Establishes sense of compelling purpose
- Advances the mission
- Produces quality programs
- Maximizes functions of exec committee
- Thinks strategically
- Masters change
- Welcomes innovation
- Takes long-term view
Uses effective behaviors

- Possesses self-awareness
- Acts decisively
- Exudes integrity
- Uses good humor
- Demonstrates maturity
- Listens actively communicate clearly
- Exhibits deep commitment
- Lives holistically
Manages the organization

- Organizes effectively
- Plans realistically
- Designs good information systems
- Puts quality first
- Budgets strategically
- Evaluates and learns from feedback
- Establishes good structures, policies
- Manages finances wisely
- Manages risk
Creates/maintains people focus

- Puts people first
- Values feedback
- Establishes credibility
- Solves problems
Builds empowered workforce

- Empowers individuals
- Promotes teamwork
- Strives for excellence
- Cultivates potential
- Advocates diversity
- Attracts talent
- Establishes fair practices
- Tailors style to situation
Cooperation & understanding

- Promotes mutual understanding
- Builds community
- Masters use of media
- Practices good PR
- Fosters collaboration
- Resolves conflict constructively
- Engenders peer rapport
Devolps resources

- Thinks comprehensively
- Negotiates effectively
- Develops effective plans
- Builds personal ties
- Assures stewardship/accountability
Establishes sense of purpose

- creates and communicates a compelling sense of organizational purpose
- articulates mission in a manner that inspires heart and spirit of members
- cultivates shared goals and rallies support for those goals
- preserves denominational identity and relationships
Advances the mission

- builds a mission-driven organizational culture
- articulates/espouses guiding philosophy and core values supporting mission
- focuses attention and resources on strategies employed to uphold mission
Produces quality programs

- ensures that sound programs and services are developed/aligned to achieve mission
- establishes priorities to guide programs
- directs resources to priorities
Maximizes exec committee

- constructs exec comm membership to create strong mix of talents, expertise and representation needed to meet current and emerging needs
- involves the executive committee in setting direction
- clarifies and reinforces division of roles and responsibilities between executive committee and administration.
Thinks strategically

- Senses trends impacting the organization’s future environment
- Dares to think big and is willing to stretch the organization
- Sees the possibilities inherent in new ideas, practices and services
- Positions organization to benefit from new opportunities
Masters change

- Anticipates, initiates and responds well to change
- Views change as opportunity
- Manages the organization's understanding of change
- Builds commitment for tough choices to cope with change
Welcomes innovation

- Commits to continuous innovation and improvement
- Exhibits keen judgment about which creative ideas/suggestions will work
- Fosters creativity of others
- Facilitates effective brainstorming
Takes long-term view

- Focuses primarily on long-term solutions instead of "quick fixes"
- Perseveres
- Maintains clear sense of purpose and direction over time
Possesses self-awareness

- Knows personal strengths/weaknesses
- Values self-understanding
- Solicits feedback/coaching from others
- Actively works on personal growth and development
- Acquires new skills and abilities to meet the demands of changing situations
Exudes integrity

- Engenders trust in others through direct and truthful interactions
- Keeps confidences
- Honors commitments
- Trusts others, performs with integrity
- Interacts in a forthright manner
- Acts consistently on ethical set of core values
Demonstrates maturity

- Accepts accountability for own behavior
- Learns from personal mistakes
- Acknowledges own contribution to a problem
- Acts swiftly to accept responsibility and correct errors
Exhibits deep commitment

- Demonstrates passionate commitment to the organization
- Projects devotion to achieving the goals of the organization
Acts decisively

- Makes good decisions
- Encourages lively debate and diverse opinions to improve quality of decision-making
- Acts even without total information
- Accepts responsibility for decisions.
Uses good humor

- Possesses a positive and constructive sense of humor
- Laughs at himself/herself and others
- Uses humor appropriately
Listens/communicates well

- Listens actively and genuinely
- Resists dominating discussions
- Makes others comfortable to talk
- Possesses patience to "hear people out"
- Restates other’s opinions accurately
- Expresses self clearly
- Minimizes status barriers
Lives holistically

- Practices a conscious and healthy balance between work and personal life regardless of ambitions
- Models this balance for others
Organizes effectively

- Possesses superior organizing ability
- Marshals resources to get things done
- Lays out work in a well-planned way
- Delegates responsibilities/tasks clearly
Puts quality first

- Establishes environment and processes leading to continuous improvement
- Understands total-quality concepts and techniques and leads organization in implementing them
Structures the system

- Structures the organization to achieve integration, cooperation and efficiency
- Establishes appropriate policies, practices and procedures to ensure coordination among all parties
- Fine-tunes on a regular basis
Plans realistically

- Develops short- and long-range plans that are comprehensive, realistic and effective in meeting goals
- Integrates planning efforts across work units
- Institutes ways of translating agency plans into targets and standards which guide the work of each employee
Budgets strategically

- Manages the budgeting process so that resources are devoted to top priorities.
- Develops realistic budgets that can be responsive to changing circumstances.
- Involves board and staff in budget process to ensure their understanding of and commitment to budget allocations and constraints.
Manages finances soundly

- Institutes sound accounting, investment, property management, financial control and reporting policies and procedures
- Anticipates financial challenges and works with others to select and implement successful ways to meet the circumstances
Designs good info system

- Creates effective management information systems to monitor the status of people, programs and resources
- Establishes effective processes for storing, retrieving and updating information to support the organization’s functioning
- Makes appropriate use of technology
Evaluates efforts

 Knows what to measure and how to measure it
 Defines both quantitative and qualitative measures of the organization's success
 Gives and receives feedback on the quality of products and services
 Uses data for improvement; documents and evaluates results
 Communicates results effectively
Manages risk well

- Ensures sound risk management
- Establishes necessary policies, practices and procedures to prevent and/or respond to safety and legal issues
- Stays abreast of laws affecting nonprofit operations
Puts people first

- Builds an organization that cares about the people it serves
- Respects individuals
- Ensures that services are provided to effectively respond to cultural, ethnic and socioeconomic diversity in the community served
Values feedback

- Encourages and listens to member feedback
- Uses this feedback to improve the organization's management and services
Establishes credibility

- Establishes and maintains effective communications and relationships with members
- Gains their belief in the organization.
Solves problems

- Acts swiftly to solve problems
- Responds to client in a timely manner
Empowers the individual

- Encourages and empowers others to succeed
- Shares both responsibility and accountability
- Supports employees to take responsible risks
- Creates a blame-free environment
Promotes teamwork

- Fosters esprit de corps
- Encourages formal and informal cooperation
- Assembles effective teams
- Knows when to use teams
- Inspires others to create teams
Strives for excellence

- Creates a passion for excellence in others
- Elevates morale by making everyone feel their work is important and recognizing their contributions
- Rewards achievement and superior performance
- Celebrates accomplishment
Cultivates potential

- Coaches and develops others
- Builds commitment to a learning environment
- Assesses and communicates the strengths and development needs of employees
- Provides growth opportunities
- Helps others discover and fulfill their potential; shares expertise.
Advocates diversity

- Values diversity at all levels of the organization
- Sees the organization benefiting from diversity in experience, background and perspective
- Hires variety and diversity
- Ensures equal and fair treatment of others
Attracts talent

- Seeks and hires strong and talented staff
- Assembles appropriate mix of styles and skills among staff
- Assesses staff performance accurately and regularly
Establishes fair practices

- Sets appropriate human resource policies and procedures including equitable approaches to compensation and benefits
- Knows and observes personnel rules and regulations
- Sees that all employees receive regular and candid performance reviews
Tailors leadership style

- Makes appropriate choices between directing, coaching, supporting and delegating as the situation warrants and as the needs of employees change.
- Operates with openness and receptivity to employees' feedback on how to better lead the organization.
Promotes understanding

- Understands member/community concerns accurately
- Moves adeptly in complex political and social circles
- Maintains sensitivity or how people and organizations function
- Gets things done through formal and informal channels
- Builds rapport with key players
Builds community

- Commits to building community and interdependence
- Promotes effective relations among diverse racial, ethnic, political and socioeconomic groups
Masters use of media

- Presents information to the media in a highly skilled fashion
- Responds effectively to challenging questions
- Provides responses in proper format for each medium
- Creates personal networks and maintains good relations with key media players
Practices good PR

- Knows how to develop and implement an effective public relations strategy to foster widespread understanding and support of the organization's programs and activities
- Uses public relations to establish and maintain the organization's credibility
- Exercises superior oral and written skills
Fosters collaboration

- Encourages cooperation and collaboration with other organizations
- Seeks ways to improve services and/or reduce costs through cooperative efforts
- Shares expertise with others to achieve partnerships
- Organizes and operates partnerships effectively
Engenders peer rapport

- Values/builds peer relationships based on respect, trust and mutual support
- Pushes for the common good while representing his/her organizations interests
- Acts with fairness toward other groups
Resolves conflicts

- Promotes win-win solutions
- Negotiates conflict effectively among different constituencies and interest groups
- Bargains with competing interests in a fair and skillful manner
Thinks comprehensively

- Understands fully the resources required for the agency’s operational and capital purposes and the array of public and private resources suitable to meet those needs
Negotiates effectively

- Maintains integrity of the organization’s mission, values and programs while helping funding sources achieve their aims
- Views relationship with funders as a partnership involving mutual reciprocity
Develops effective plans

- Develops effective short-term and long-term strategies for obtaining the appropriate mix of resources needed
Builds personal ties

- Engenders the trust and respect of donors and those heading key sources of support
- Cultivates future support by developing personal relations with potential donors
- Maintains good relationships and communications with donors
Assures stewardship

- Establishes routine processes to support fundraising, marketing and documentation of compliances with requirements of all funders and donors
- Maintains accountability
- Uses contributions as they were intended to be used
- Ensures ethical behavior in all aspects of resource development