

Effective Seventh-day Adventist Leaders'

CORE COMPETENCIES

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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



Creates vision/direction while maintaining SDA identity



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

Puts quality first

Establishes
good structures,
policies

Plans
realistically

Budgets
strategically

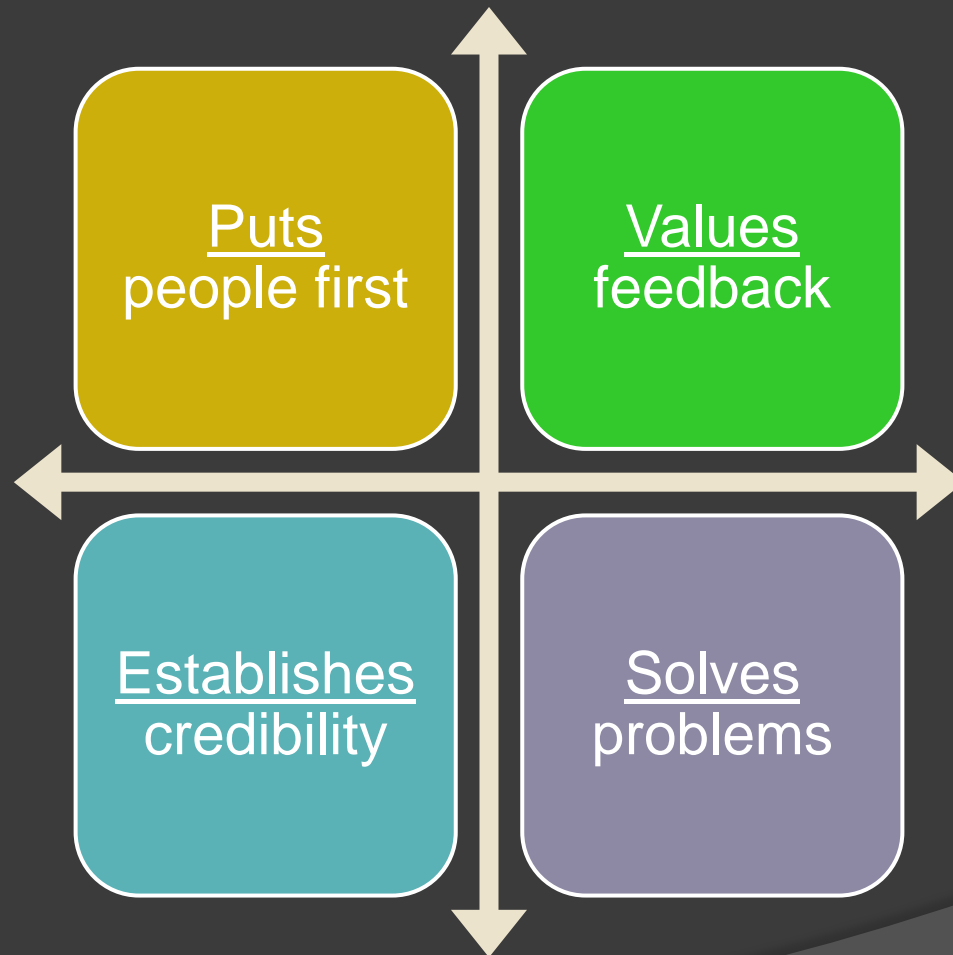
Manages
finances wisely

Designs good
information
systems

Evaluates and
learns from
feedback

Manages risk

Creates/maintains people focus



Builds empowered workforce

Empowers
individuals

Promotes
teamwork

Strives for
excellence

Cultivates
potential

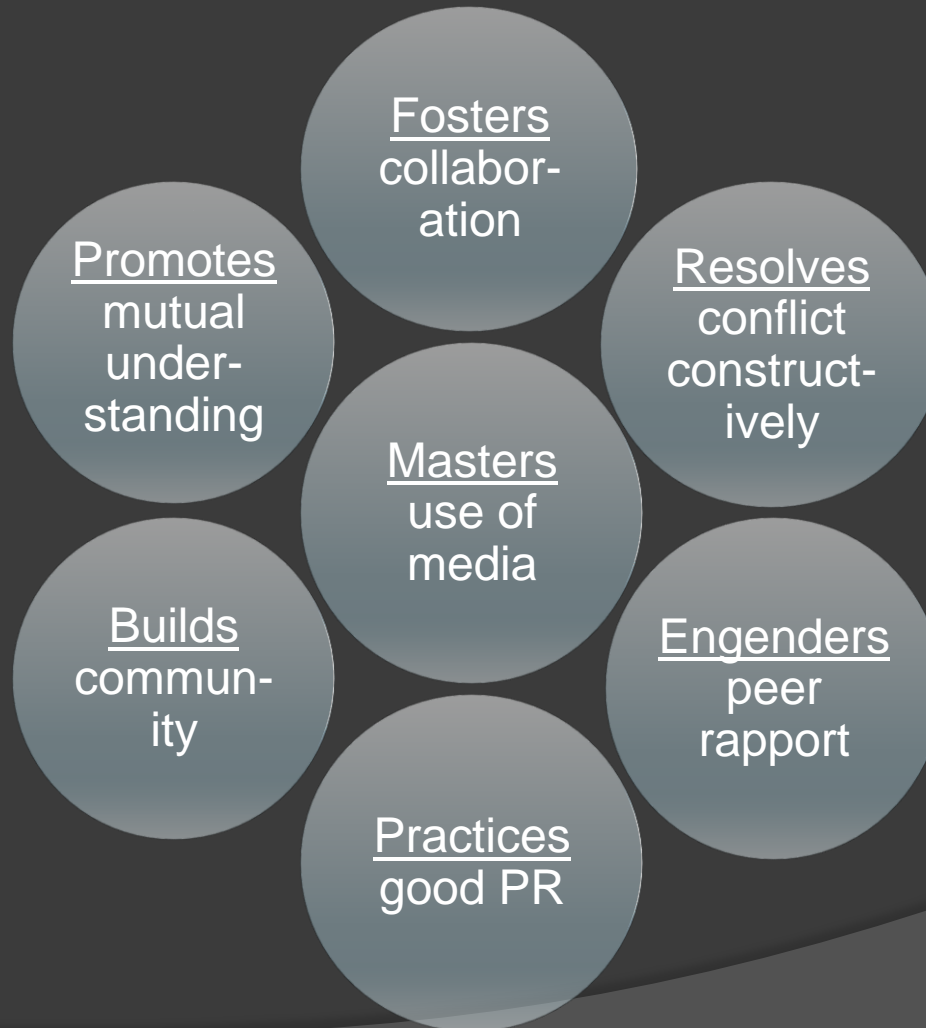
Advocates
diversity

Attracts
talent

Establishes
fair practices

Tailors style
to situation

Cooperation & understanding



Develops resources



- Thinks comprehensively



- Negotiates effectively



- Develops effective plans



- Builds personal ties



- Assures stewardship/accountability

Establishes sense of purpose

- ① creates and communicates a compelling sense of organizational purpose
- ① articulates mission in a manner that inspires heart and spirit of members
- ① cultivates shared goals and rallies support for those goals
- ① preserves denominational identity and relationships



Advances the mission

- ① builds a mission-driven organizational culture
- ① articulates/espouses guiding philosophy and core values supporting mission
- ① focuses attention and resources on strategies employed to uphold mission



Produces quality programs

- ① ensures that sound programs and services are developed/aligned to achieve mission
- ① establishes priorities to guide programs
- ① directs resources to priorities



Maximizes exec committee

- ① constructs exec comm membership to create strong mix of talents, expertise and representation needed to meet current and emerging needs
- ① involves the executive committee in setting direction
- ① 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

- ① Demonstrates passionate commitment to the organization
- ① 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

- ① Possesses a positive and constructive sense of humor
- ① Laughs at himself/herself and others
- ① 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

- ① Establishes environment and processes leading to continuous improvement
- ① Understands total-quality concepts and techniques and leads organization in implementing them



Structures the system

- ① Structures the organization to achieve integration, cooperation and efficiency
- ① Establishes appropriate policies, practices and procedures to ensure coordination among all parties
- ① Fine-tunes on a regular basis



Plans realistically

- ① Develops short- and long-range plans that are comprehensive, realistic and effective in meeting goals
- ① Integrates planning efforts across work units
- ① Institutes ways of translating agency plans into targets and standards which guide the work of each employee



Budgets strategically

- ① Manages the budgeting process so that resources are devoted to top priorities
- ① Develops realistic budgets that can be responsive to changing circumstances
- ① 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

- ① Creates effective management information systems to monitor the status of people, programs and resources
- ① Establishes effective processes for storing, retrieving and updating information to support the organization's functioning
- ① 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

- ① Encourages and listens to member feedback
- ① Uses this feedback to improve the organization's management and services



Establishes credibility

- ① Establishes and maintains effective communications and relationships with members
- ② Gains their belief in the organization.



Solves problems

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



Empowers the individual

- ① Encourages and empowers others to succeed
- ① Shares both responsibility and accountability
- ① Supports employees to take responsible risks
- ① Creates a blame-free environment



Promotes teamwork

- ① Fosters esprit de corps
- ① Encourages formal and informal cooperation
- ① Assembles effective teams
- ① Knows when to use teams
- ① Inspires others to create teams



Strives for excellence

- ① Creates a passion for excellence in others
- ① Elevates morale by making everyone feel their work is important and recognizing their contributions
- ① Rewards achievement and superior performance
- ① 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

- ① Understands member/community concerns accurately
- ① Moves adeptly in complex political and social circles
- ① Maintains sensitivity to how people and organizations function
- ① Gets things done through formal and informal channels
- ① Builds rapport with key players



Builds community

- ① Commits to building community and interdependence
- ① Promotes effective relations among diverse racial, ethnic, political and socioeconomic groups



Masters use of media

- ① Presents information to the media in a highly skilled fashion
- ① Responds effectively to challenging questions
- ① Provides responses in proper format for each medium
- ① 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

- ① Encourages cooperation and collaboration with other organizations
- ① Seeks ways to improve services and/or reduce costs through cooperative efforts
- ① Shares expertise with others to achieve partnerships
- ① 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

