



## BOARD LEADERSHIP COMPETENCIES

### 1. Knowledge of Organization

Having and using knowledge of systems, programs, challenges, and culture inside the organization to identify potential organizational opportunities; perceiving the impact of decisions on other components of the organization.

- Understands and follows organizational policies and systems
- Anticipates impact of action on other groups

### 2. Accountability/Integrity/Responsibility

Maintaining and promoting social, ethical and organizational norms in conducting internal and external business activities

- Meets personal commitments and promises
- Sets high performance standards
- Shares complete and accurate information
- Maintains confidentiality
- Adheres to policies and regulations

### 3. Negotiation

Effectively exploring alternatives and positions to reach outcomes that gain all parties' support and acceptance.

- Explores others' needs, concerns, and positions
- Keeps discussion issue oriented
- Seeks a win-win solution

### 4. Communication

Expressing ideas effectively in individual and groups situations (including nonverbal communication); adjusting language or terminology to the characteristics and needs of the audience

- Expresses thoughts clearly
- Solicits ideas, suggestions and opinions from others
- Listens to all points of view with an open mind

### 5. Teamwork/Collaboration

Working effectively with team or work groups or those outside formal line of authority to accomplish organizational goals; taking actions that respect the needs and contributions of others; contributing to and accepting the consensus.

- Exchanges information freely
- Supports group decisions
- Puts group goals ahead of individual or own goal

### 6. Leadership/Motivating Others

Using appropriate interpersonal styles and methods to inspire and guide individuals toward goal achievement; modifying behavior to accommodate tasks, situations, and individuals involved.

- Focuses on the situation, not the person
- Asks for and gains commitment to action
- Mutually agrees on accomplishments

## **7. Innovation**

Generating creative solutions; trying different and novel ways to deal with organizational issues and opportunities.

- Approaches opportunity with imagination and originality
- Generates novel solutions
- Suggests new ways to apply existing knowledge

## **8. Judgment/Problem Solving**

Is committing to an action after developing alternative courses of action that are based on logical assumptions and factual information and that take into consideration resources, constraints, and organization value.

- Considers alternatives
- Considers all pertinent facts
- Weighs pros and cons or impact of alternatives

## **9. Emotional Intelligence**

Is self-aware and understands the importance of self-management, social awareness, and relationship management to accomplish goals. It is the ability to recognize and manage the influence of one's own emotions on our decisions and identify the emotional cues of others.

- Understands individual strengths and weaknesses, leaning into strengths to enhance board work
- Values building and sustaining effective interpersonal relationships
- Uses empathy to effectively enhance performance of board