

Leadership Competencies Grid

COMPETENCY (Definition)	Individual Contributor/ CSM	Level I Leader (Supervises Ind. Contributor)	Level II Leader (Supervises Level I leaders)	Senior Leader
Leads and Manages SELF				
Exhibits Emotional Intelligence Cultivates awareness and management of own emotions, strengths, and weaknesses. Observe others' emotions accurately and engage perceptively with others in diverse settings.	<ul style="list-style-type: none"> - Demonstrates awareness of and appropriately manages own emotions. - Relates well with others. 	<ul style="list-style-type: none"> - Able to discern the emotions of others and appropriately engage with them. - Reads others' emotions and contributes to emotional openness and health on teams. 	<ul style="list-style-type: none"> - Anticipates and adapts to diverse emotional responses across teams. 	<ul style="list-style-type: none"> - Navigates social complexities at the national level. - Gracefully and humbly addresses organizational issues.
Leads and Manages MISSION				
Assesses Reality Gathers and analyzes relevant facts and data to discern reality within one's scope of responsibility.	<ul style="list-style-type: none"> - Discerns and can articulate key factors to evaluate successful individual outcomes within one's scope of responsibility. 	<ul style="list-style-type: none"> - Discerns critical factors for successful outcomes for a specific team. - Coordinates observation of team to navigate obstacles and create tactical insight. 	<ul style="list-style-type: none"> - Prioritizes key factors and solicits input from other teams for mission success. 	<ul style="list-style-type: none"> - Designates critical factors necessary for organizational success. - Assembles disparate sources of information to create strategic insight.
Catalyzes Diversity Seeks out and engages others across diversities effectively, creates an inclusive culture, and leverages differences to advance the organization's mission.	<ul style="list-style-type: none"> - Demonstrates self-awareness around different dimensions of Diversity. - Understands and articulates kingdom vision for Diversity - Builds effective partnerships with students and staff across diversities 	<ul style="list-style-type: none"> - Recruits and leads diverse teams toward mission - Creates an inclusive climate on teams by leveraging diverse perspectives for conflict resolution, problem-solving, innovation, and accomplishing goals. 	<ul style="list-style-type: none"> - Creates and implements effective Diversity and inclusion strategy that drives organizational objectives and employee engagement. - Executes diversity and inclusion practices for sourcing, interviewing, hiring, and retaining diverse candidates - Promotes diverse staff thriving by addressing negative effects of bias and closing inequality gaps. 	<ul style="list-style-type: none"> - Leads institutional change around inclusion to promote equity and engagement. - Aligns and changes policies around diversity and inclusion needs. - Sets and manages multi-year Diversity and inclusion goals.
Communicates Vision Acquires and articulates a clear, compelling vision within organizational purpose and values that motivate others to act.	<ul style="list-style-type: none"> - Knows organizational and team vision. - Articulates their contribution to org/team vision fulfillment. 	<ul style="list-style-type: none"> - Articulates organizational vision contextualized for their team. - Aligns team goals and activities to contextualize org vision. 	<ul style="list-style-type: none"> - Casts compelling vision that calls diverse teams to harmonized action. 	<ul style="list-style-type: none"> - Collaboratively leads vision creation and inspires engagement throughout the organization and with external partners.
Makes Sound Decisions & Plans Toward Desired Results Makes sound, timely decisions and plans that keep the organization moving toward desired results.	<ul style="list-style-type: none"> - Prioritizes and effectively plans individual work. 	<ul style="list-style-type: none"> - Sets team priorities, strategies, & metrics and leads team planning. - Executes wise and timely decisions to achieve desired results. 	<ul style="list-style-type: none"> - Synthesizes relevant inputs to create broader strategies. - Plans for tensions and obstacles arising from the pursuit of desired results. 	<ul style="list-style-type: none"> - Defines desired results and key metrics in strategic areas. - Identifies key drivers and coordinates disparate functional areas.

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Leads and Manages OTHERS				
Builds Teams Builds cohesive, mutually-supportive, diverse teams that apply their skills and perspectives to achieve team goals.	<ul style="list-style-type: none"> - Contributes to team goals and culture. - Draws others into work in a way that invites them to do their best. 	<ul style="list-style-type: none"> - Establishes a diverse, inclusive team to accomplish the mission. - Deploys people's gifts and talents where most effective. - Facilitates team cooperation, discernment, and camaraderie. 	<ul style="list-style-type: none"> - Calls staff to see beyond their team boundaries by leveraging teams' gifts to accomplish the mission. - Models on how healthy, discerning teams operate. 	<ul style="list-style-type: none"> - Sets high-level organizational team goals. - Establishes strategic alliances with own teams to accomplish organizational objectives.
Develops staff Develops campus ministers and emerging leaders in emotional intelligence, spiritual maturity, successful performance, and career development.	<ul style="list-style-type: none"> - Takes initiative to develop self. - Contributes to an environment that assists others in developing. 	<ul style="list-style-type: none"> - Creates and executes plans for holistic staff development by providing coaching, training, feedback, and stretch assignments. 	<ul style="list-style-type: none"> - Provides tools, standards, and resources for developing leaders and multiple teams while keeping present and future needs in mind. 	<ul style="list-style-type: none"> - Ensures talent management and succession planning systems are in place and executed effectively.
Manages Change & Ambiguity Leads effectively, even in situations characterized by uncertainty or dissonance.	<ul style="list-style-type: none"> - Demonstrates an openness to change. - Seeks opportunities for growth within any change process. 	<ul style="list-style-type: none"> - Leads team to adapt to changing environment with a steady, hopeful presence. 	<ul style="list-style-type: none"> - Anticipates potential ambiguities. - Synthesizes data and trends to prepare for and lead necessary change. 	<ul style="list-style-type: none"> - Catalyzes and embraces change for the sake of the mission. - Leverages disparate functional teams to lead and drive organizational changes.
Leads and Manages ORGANIZATION				
Collaborates with Others Develops partnerships of mutual trust with leaders and campus ministers in other parts of the organization; works effectively and harmoniously to meet shared objectives	<ul style="list-style-type: none"> - Builds mutual trust with others. - Values others and their ideas. - Demonstrates willingness to resolve conflict. - Works to meet the goals of their team. 	<ul style="list-style-type: none"> - Contributes to areas outside of assigned responsibilities. - Advocates for others' ideas. - Initiates conflict resolution when needed. 	<ul style="list-style-type: none"> - Leads teams to harmonize conflicting priorities and embrace shared objectives. 	<ul style="list-style-type: none"> - Works across all levels to create shared organizational objectives. - Builds ownership of shared objectives by establishing mutual trust and respect.

NOTE: Going from left to right, each competency builds on the skills of the previous box, assuming mastery before moving to the next box. Additionally, the descriptor for each box denotes a rating of '3' (Fully Meets Expectations) for each competency.