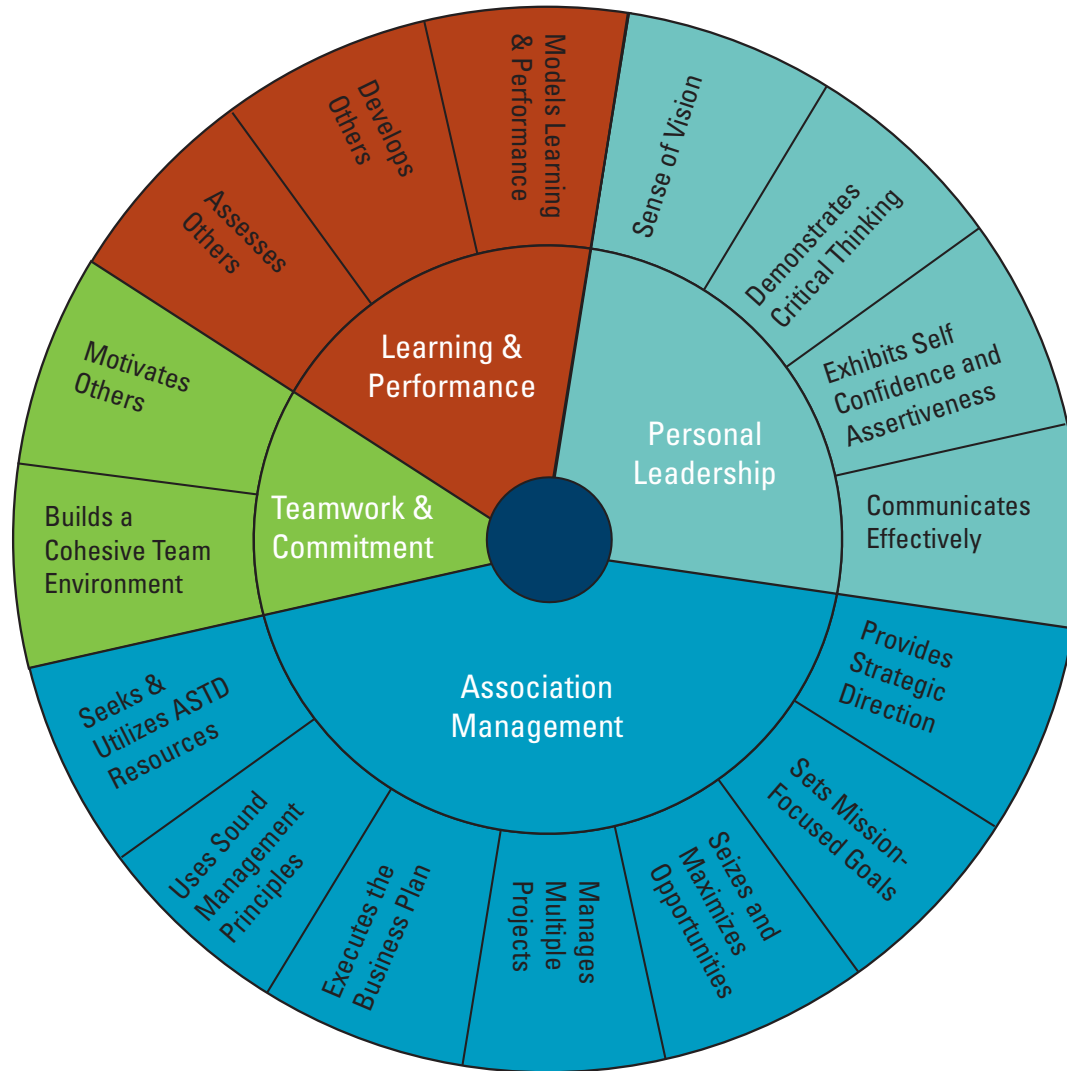
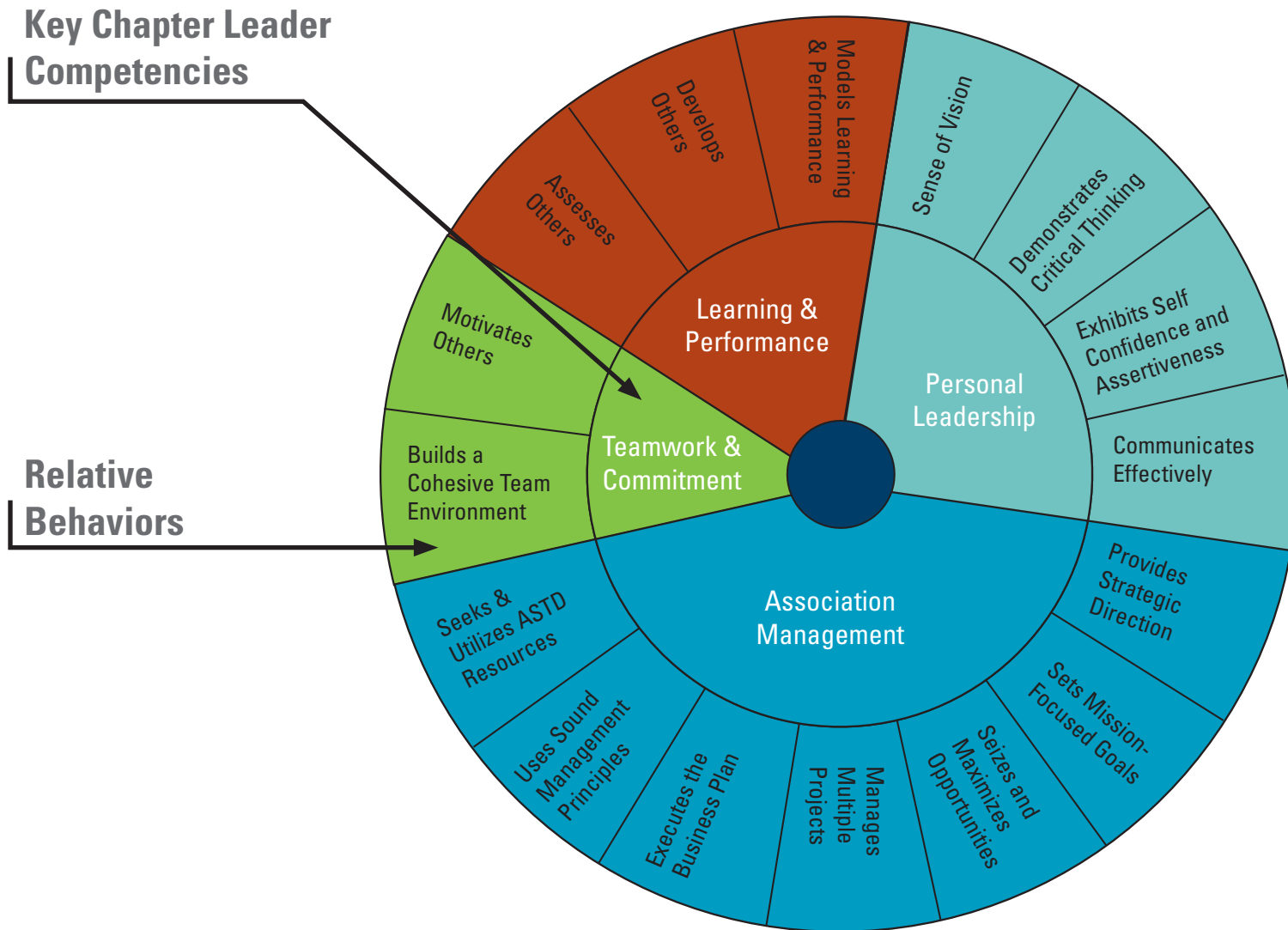


Chapter Leader Competency Model



How to Use the Competency Model



How to Use the Competency Model

Personal Leadership

POSSESSES A STRONG SENSE OF VISION

Related effective behaviors:

- VISION:** Articulates a clear vision for the chapter
- RESPONSIBLE:** Takes ownership and responsibility for the performance of the chapter
- CONTINUITY:** Ensures continuity and long-term viability
- ENTHUSIASTIC:** Exhibits enthusiasm and commitment for the mission

DEMONSTRATES CRITICAL THINKING

Related effective behaviors:

- OBSERVANT:** Identifies and reflects upon underlying patterns in complex situations
- ANALYTICAL:** Analyzes and addresses root causes of problems
- EMPIRICAL:** Makes decisions based on analysis of available information
- RESULT-ORIENTED:** Designs solutions to produce a desired result

EXHIBITS SELF CONFIDENCE AND ASSERTIVENESS

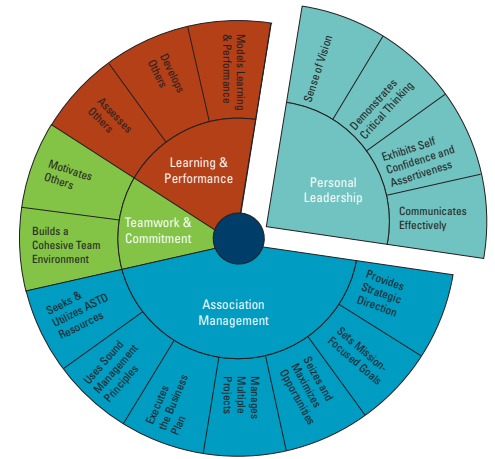
Related effective behaviors:

- SELF-ASSURED:** Trusts and acts on own abilities and intuitions
- INSPIRING:** Inspires others to have trust and confidence in the leader
- SELF-AWARE:** Recognizes personal strengths and limitations
- FOCUS:** Leads with focus and commitment
- COMPOSED:** Manages competing tasks and demands by maintaining composure and handling pressure

COMMUNICATES EFFECTIVELY

Related effective behaviors:

- CLEAR:** Expresses ideas clearly both orally and in writing
- ENGAGING:** Engages others through a variety of interpersonal communication skills
- OPEN:** Shares information freely and appropriately
- LISTENER:** Uses active listening skills to encourage two-way communication



How to Use the Competency Model

Association Management

PROVIDES STRATEGIC DIRECTION

Related effective behaviors:

PLANS: Utilizes a strategic planning system

to improve operations and resolve ambiguities

COMMUNICATIONS: Ensures that a variety of effective communication processes are used to clarify understanding and reduce confusion

GOVERNANCE: Develops, improves, and implements formal policies

RECRUITS: Recruits leaders and manages transitions between incoming and outgoing board members

PRUDENCE: Exercises due care and diligence to minimize fiduciary and legal risks and liabilities to the chapter

INVOLVEMENT: Develops strategies to broaden and promote membership engagement opportunities

SETS MISSION-FOCUSED GOALS

Related effective behaviors:

MEASURES: Develops metrics to quantify results and improves practices

ALIGNED: Aligns chapter objectives with vision and mission of national ASTD

TARGETS: Develops specific timetables with milestones for the accomplishment of major activities

STANDARDS: Sets high standards for self and others

BUDGETS: Utilizes sound financial planning practices

SEIZES AND MAXIMIZES OPPORTUNITIES

Related effective behaviors:

SYSTEMS THINKING: Makes decisions in response to awareness of behavior patterns, responsible relationships, and events

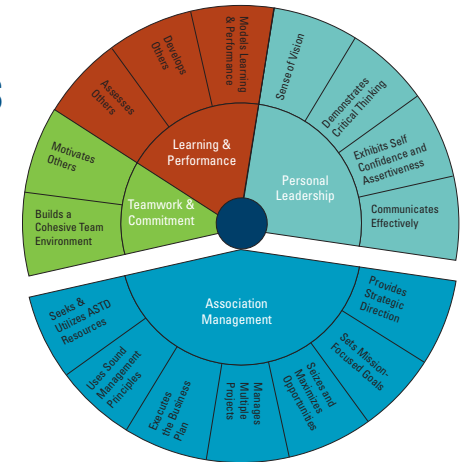
DIVERSE: Identifies and uses diverse volunteer resources

INTERORGANIZATIONAL: Promotes collaboration with potential partner organizations by initiating contacts with key decision makers and establishing strategic organizational relationships

ASTD RESOURCES: Utilizes local and national ASTD resources

GROWTH: Seeks opportunities for chapter growth

PROMOTES: Promotes visibility of the chapter and chapter leaders



How to Use the Competency Model

Association Management, Cont.

MANAGES MULTIPLE PROJECTS

Related effective behaviors:

PROJECT: Identifies requirements and establishes clear and achievable objectives to meet those requirements

BALANCE: Balances the competing demands for quality, scope, time, and cost

CUSTOMIZES: Adapts the specifications, plans, and approach to the different concerns and expectations of the various stakeholders

EFFICIENT: Minimizes a duplication of efforts through role clarity and delegation

EXECUTES THE BUSINESS PLAN

Related effective behaviors:

TIME: Invests time and effort to get the job done

MULTI-TASK: Prioritizes and manages multiple tasks efficiently and effectively

DELEGATES: Delegates well-defined and limited tasks

DEMONSTRATES SOUND MANAGEMENT PRINCIPLES

Related effective behaviors:

LEADS: Uses leadership authority to set performance expectations, identify consequences, and reinforce accountability

ETHICAL: Promotes and holds others accountable for high ethical standards

CAPACITY: Builds capacity and allocates resources to ensure sound chapter growth

LEGAL: Understands legal requirements for nonprofit organizations

CORE: Ensures compliance with Chapter Operating Requirements (CORE)

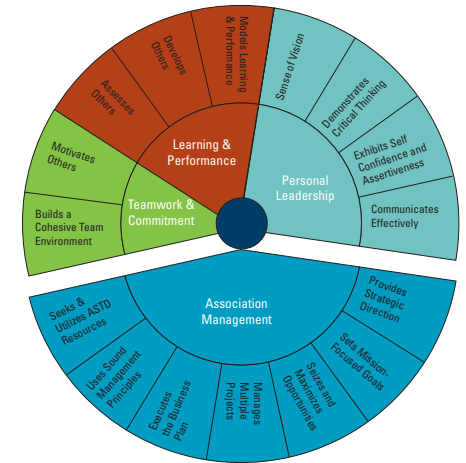
SEEKS AND UTILIZES ASTD RESOURCES

Related effective behaviors:

ADVOCATES: Knows and advocates the purpose and benefits of local and national ASTD

ORIENTS: Helps volunteers to become aware of ASTD resources

ASSOCIATION AWARENESS: Bases chapter plans on accurate knowledge of national and regional objectives



How to Use the Competency Model

Teamwork and Commitment

BUILDS A COHESIVE TEAM ENVIRONMENT

Related effective behaviors:

RELATES: Understands interpersonal styles and implications of actions and situations

CONSTITUENCIES: Understands the professional and social needs of different constituencies within the chapter

LEADER-RAPPORT: Maintains frequent and consistent contact with board members, committee chairpersons, and other chapter members

MOTIVATES OTHERS

Related effective behaviors:

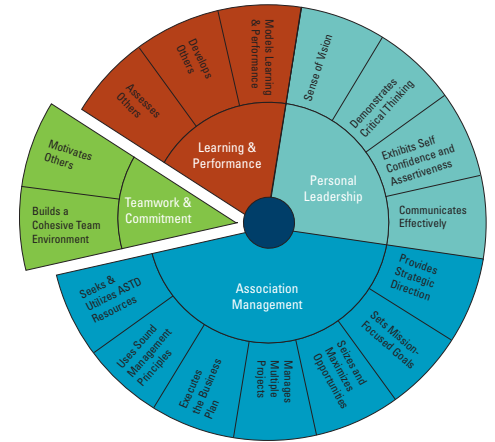
SHARES: Shares power

AFFILIATION: Creates a climate in which volunteers feel a strong identification with their tasks and performance

INCENTS: Incorporates appropriate incentives to energize volunteers

REWARDS: Provides individually meaningful rewards and recognition for volunteers

RECOGNITION: Publicly and privately recognizes the specific accomplishments and contributions of others



How to Use the Competency Model

Workplace Learning and Performance (WLP) Awareness

ASSESSES OTHERS

Related effective behaviors:

UNDERSTANDING: Understands the styles, skills, strengths, and limitations of others

MATCHES: Matches individual's skills appropriately to the task requirements

CAPABILITIES: Identifies diverse individual capabilities

DEVELOPS OTHERS

Related effective behaviors:

STRENGTHS: Encourages others to maximize their strengths and recognize their capabilities

AVAILABLE: Makes oneself available as a resource to volunteers

DEVELOPS: Plans and implements development and growth opportunities for volunteers

COACHES: Provides tactful coaching and performance feedback

MODELS WORKPLACE LEARNING AND PERFORMANCE PRACTICES

Related effective behaviors:

COMPETENT: Uses the ASTD Competency Model to identify and improve the board member's foundation skills, focus of expertise, and role execution

PROFESSIONAL: Promotes Certified Professional in Learning and Performance (CPLP)

CERTIFICATION: Aligns learning opportunities with CPLP

