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## Core Competencies for Executive Directors

*Based on United Way of America’s Core Competencies for United Way Chief Professional Officers, and the revised edition by United Way of Texas; used with permission.*

1. **Provides Leadership**—Fosters the development of a common vision for the agency among volunteers, staff and the community; clear direction and sense of priorities; makes tough, courageous decisions; creates energy and enthusiasm; guides the board and key committees in policy formulation and interpretation; mobilizes for action.
2. **Catalyst for Strategic Planning**—Understands changing social, economic, philanthropic and political climate; develops innovative approaches to meet trends; acts as catalyst for needed change and strategic planning among staff, volunteers and the community.
3. **Skilled at Resource Development**—Able to develop and lead effective resource development strategies; has personal ability to make fundraising appeals; adept at in-kind and planned giving resource development.
4. **Relationship Builder—**Establishes open, trusting and candid working relationships with all stakeholders; treats everyone fairly and with respect; demonstrates commitment to diversity objectives; deals constructively with conflicts; builds consensus and a credible image to the community.
5. **Encourages Volunteer Involvement**—Understands and puts into action volunteer recruitment, training and recognition strategies; skilled at bringing diverse people together and mobilizing them for mission fulfillment; handles well the paradox of leading and being led by volunteers.
6. **Effective Communicator**—Articulates both verbally and in writing; listens well; encourages differing ideas and opinions; presentations are well organized and understandable; promotes communication throughout the organization.
7. **Mature Self-confidence**—Has a positive outlook; able to handle stress constructively; knows own strengths and weaknesses; clear sense of personal passion and direction; constant learner; seeks feedback; high standards of personal integrity.
8. **Provides Effective Staff Leadership**—Attracts high caliber employees; creates effective organizational structure; makes tough staffing decisions; supports and encourages staff; understands and implements good, legal personnel strategies and policies; focuses on results and measures staff on outcomes; strives to achieve staff diversity; coaches staff; provides a learning and personal growth environment; creates passion in staff for mission achievement.
9. **Financial and Resource Management Skills**—Understands budget development and implementation; manages resources wisely; develops and maintains strong financial controls.
10. **Demonstrates Commitment to Agency’s Values**—Possesses a passion for serving people; committed to the vision, mission and goals of the agency; understands and implements strategies to fulfill the vision, mission and goals.
11. **Skilled at Community Building and Collaboration**—Understands and reacts to the wider community issues; is a collaborator rather than believing the agency is the only way to address community resources and needs; is skilled and appropriate when interacting with diverse people and groups.