



# CAUSE-DRIVEN LEADERSHIP<sup>®</sup> COMPETENCY MODEL AT A GLANCE

## OUR MODEL



Discipline:  
a broad grouping of competencies focused on a critical area that defines a cause-driven leader's ability to advance the work of the Y.

Competency:  
Clusters of observable skills and behaviors needed to be successful within an organization or role

## OUR DISCIPLINES



### ADVANCING OUR MISSION & CAUSE

provide visionary leadership to the organization and to ensure that all resources are mobilized to adapt to new challenges and needs in the community



### BUILDING RELATIONSHIPS

connect people to the Y's cause by developing inclusive relationships, partnerships and collaborations so that Ys can co-create solutions to pressing social needs



### LEADING OPERATIONS

ensure relevance, effectiveness, and sustainability of the organization so that we can continue to fulfill our promise to the community



### DEVELOPING & INSPIRING PEOPLE

support the holistic development of self and others so that everyone can embrace the Y's cause, sustain the Y's culture, and inspire others to take individual and collective action to further our impact

## OUR COMPETENCIES

**Change Leadership:** Facilitates, co-creates, and implements equitable change for the good of the organization and/or community

**Engaging Community:** Builds bridges with others in the community to ensure the Y's work is community-focused and welcoming of all, providing community benefit

**Philanthropy:** Secures resources and support to advance the Y's work

**Volunteerism:** Engages volunteers and promotes social responsibility at all levels of the organization

**Collaboration:** Creates sustainable relationships within the Y and with other organizations in service to the community

**Communication & Influence** Listens and expresses self effectively and in a way that engages, inspires, and builds commitment to the Y's cause

**Inclusion:** Values all people for their unique talents, and takes an active role in promoting practices that support diversity, inclusion, and global work, as well as cultural competence

**Critical Thinking & Decision Making:** Makes informed decisions based on logic, data, and sound judgment

**Fiscal Management:** Manages the Y's resources responsibly and sustains the Y's nonprofit business model

**Functional Expertise:** Executes superior technical skills for the role

**Innovation:** Creates and implements new and relevant approaches and activities that improve and expand the Y's work and impact in the community

**Program/Project Management:** Ensures program or project goals are met and intended impact occurs

**Developing Self & Others:** Develops self and supports others (e.g., staff, volunteers, members, program participants), both formally and informally, to achieve their highest potential

**Emotional Maturity:** Demonstrates ability to understand and manage emotions effectively in all situations

## USING THE MODEL

Leadership competencies can be infused into each of these areas to provide a consistent, comprehensive framework for talent management.



## BUILDING YOUR SKILLS

### **L** LEADER

**Description:** an individual contributor who directly serves members

**Change Leadership Example:** Seeks to understand and support change efforts

**Resource:** Leader Handbook

### **TL** TEAM LEADER

**Description:** someone who leads a team, process or project with or without supervisory responsibility

**Change Leadership Example:** Provides resources, removes barriers, and acts as an advocate for those initiating change

**Resource:** Team Leader Handbook

### **MTL** MULTI-TEAM LEADER

**Description:** someone who leads multiple teams, manages complex projects or provides tactical leadership to operations

**Change Leadership Example:** Plans for resistance as part of the change process and develops strategies to help adapt and accept change initiatives

**Resource:** Multi-Team Leader Handbook

### **OL** ORGANIZATIONAL LEADER

**Description:** someone who provides strategic and visionary leadership to the organization

**Change Leadership Example:** Creates a compelling vision for the Y that inspires and motivates others to embrace change

**Resource:** Organizational Leader Handbook