EMPOWERED TO SUCCEED

YMCA OF METRO CHICAGO
AN INTRODUCTION TO TRAINING & LEADERSHIP DEVELOPMENT
WHAT WE’LL COVER TODAY

Leadership Competency Model

Tools and Resources
- Online Leadership Competency Assessment
- Y-USA Resources
- Individual Leadership Development Plan
- Training Catalog & Leadership Development Guide

Briefly touch on
- Leadership Certification
- What’s Coming in 2012
WHY LEADERSHIP COMPETENCIES?
WHAT ARE LEADERSHIP COMPETENCIES?

Measurable characteristics relating to a person’s success at work.

• Behavioral skills
• Technical skills
• Attitudes
WHY ARE LEADERSHIP COMPETENCIES IMPORTANT?
CAUSE-DRIVEN LEadership

To fulfill our promise, Y’s require strong cause-driven leadership to effect lasting personal and social change in our three areas of focus:

• Youth Development
• Healthy Living
• Social Responsibility
LEADERSHIP COMPETENCY MODEL
CAUSE-DRIVEN LEADERSHIP COMPETENCY MODEL

- Disciplines
- Leadership Competencies
- Leadership Levels
- Behavior Descriptions
DISCIPLINES

Mission Advancement – Advancing the Y’s promise to strengthen community

Collaboration – Working with, understanding, and developing others

Operational Effectiveness – Ensuring relevance, effectiveness, and sustainability

Personal Growth – Developing continually to adapt to new challenges
18 LEADERSHIP COMPETENCIES

- Mission Advancement
  - Values
  - Community
  - Volunteerism
  - Philanthropy

- Cause-Driven Leadership

- Personal Growth
  - Self Development
  - Change Capacity
  - Emotional Maturity
  - Functional Expertise

- Collaboration
  - Inclusion
  - Relationships
  - Influence
  - Communication
  - Developing Others

- Operational Effectiveness
  - Decision Making
  - Innovation
  - Project Management
  - Finance
  - Quality Results
LEADERSHIP LEVELS

Leader
- Program staff w/o supervisory responsibilities
- Child care teachers
- Social Workers
- Administrative Assistant
- Accounting Coordinator

Team Leader
- Program Directors
- Program staff with supervisor responsibilities
- Business Managers
- Metro Office – manager level positions

Multi-Team/Branch Leader
- Sr. Program Directors
- Operations Director
- Executive Directors
- Metro Office – director level positions

Organizational Leader
- VP level or above
BEHAVIOR DESCRIPTIONS
Innovation Example
p. 50
<table>
<thead>
<tr>
<th>LEADER</th>
<th>TEAM LEADER</th>
<th>MULTI-TEAM OR BRANCH LEADER</th>
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| • Regularly observes people and situations to discover ideas and suggestions for improvement.  
• Improvises quickly and appropriately, when faced with unexpected circumstances, to better meet the needs of others.  
• Asks lots of questions and explores differences of opinion with grace and curiosity.  
• Embraces new approaches and activities to create a better member experience. | • Teaches others to observe people and situations to discover ideas and suggestions for improvement.  
• Incorporates creative thinking and discussion techniques into meetings and discussions, including brainstorming, mind mapping, sticky notes, and whiteboard visuals.  
• Builds perspective on an idea by engaging others to discuss and clarify challenges and solutions.  
• Conducts prototypes to support rapid learning and minimize the risks of launching programs and activities. | • Involves members and community in the development of programs and activities.  
• Provides adequate time and resources to allow new ideas, approaches, and activities to catch on, evolve, and thrive.  
• Uses storytelling techniques to promote the adoption of new ideas through regular interactions with members, staff, and volunteers.  
• Encourages and sponsors prototyping activities in the organization. | • Provides oversight to improvement efforts and leads the integration and alignment of improvements so that strategic goals can be met.  
• Guides the organization to make tough choices about what to stop, start, and continue as part of annual and ongoing strategic planning discussions.  
• Acts as a highly visible champion of collaborative behavior by asking for help and by being available to help others throughout the organization.  
• Invests resources—time, people, and funding—in well-designed innovation initiatives. |

**Leader & Team Leader behaviors**

**Leader, Team Leader, & Multi-Team or Branch Leader behaviors**
# LEADERSHIP COMPETENCY MODEL AT-A-GLANCE

## Mission Advancement

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<tr>
<td><strong>Values</strong></td>
<td>Accepts and demonstrates the Y’s values.</td>
<td>Models and teaches the Y’s values.</td>
<td>Reinforces the Y’s values within the organization and the community.</td>
<td>Incorporates the Y’s mission and values into the organization’s vision and strategies.</td>
</tr>
<tr>
<td><strong>Community</strong></td>
<td>Demonstrates a desire to serve others and fulfill community needs.</td>
<td>Ensures a high level of service with a commitment to improving lives.</td>
<td>Effectively communicates the benefits and impact of the Y’s efforts for all stakeholders.</td>
<td>Ensures community engagement; promotes the global nature of the Y.</td>
</tr>
<tr>
<td><strong>Volunteerism</strong></td>
<td>Recruits volunteers and builds effective, supportive working relationships with them.</td>
<td>Provides volunteers with orientation, training, development, and recognition.</td>
<td>Implements effective systems to develop volunteers at program, fundraising, and policy leadership levels.</td>
<td>Leads a culture of voluntarism ensuring engagement, inclusion, and ownership.</td>
</tr>
<tr>
<td><strong>Philanthropy</strong></td>
<td>Supports fundraising.</td>
<td>Cultivates relationships to support fundraising.</td>
<td>Secures resources and support for all philanthropic endeavors.</td>
<td>Leads a culture of philanthropy.</td>
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## Collaboration

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<td><strong>Inclusion</strong></td>
<td>Works effectively with people of different backgrounds, abilities, opinions, and perceptions.</td>
<td>Champions inclusion activities, strategies, and initiatives.</td>
<td>Develops strategies to ensure staff and volunteers reflect the community.</td>
<td>Advocates for and institutionalizes inclusion and diversity throughout the organization.</td>
</tr>
<tr>
<td><strong>Relationships</strong></td>
<td>Builds rapport and relates well to others.</td>
<td>Builds relationships to create small communities.</td>
<td>Builds and nurtures strategic relationships to enhance support for the Y.</td>
<td>Initiates the development of relationships with influential leaders to impact and strengthen the community.</td>
</tr>
<tr>
<td><strong>Influence</strong></td>
<td>Seeks first to understand the other person’s point of view and remains calm in challenging situations.</td>
<td>Empathetically listens and communicates for understanding when negotiating and dealing with conflict.</td>
<td>Serves as a community leader building collaborations based on trust and credibility to advance the Y’s mission and goals.</td>
<td>Is recognized as an inspirational community leader who navigates complex political and social circles with ease.</td>
</tr>
<tr>
<td><strong>Communication</strong></td>
<td>Listens for understanding and meaning, speaks and writes effectively.</td>
<td>Effectively tailors communications to the appropriate audience.</td>
<td>Communicates for influence to attain buy-in and support of goals.</td>
<td>Communicates to engage and inspire people within and outside the Y.</td>
</tr>
<tr>
<td><strong>Developing Others</strong></td>
<td>Takes initiative to assist in developing others.</td>
<td>Provides staff with feedback, coaching, guidance, and support.</td>
<td>Provides tools and resources for the development of others.</td>
<td>Ensures that a talent management system is in place and executed effectively.</td>
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## Operational Effectiveness

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<td><strong>Decision Making</strong></td>
<td>Makes sound judgments, and transfers learning from one situation to another.</td>
<td>Provides others with frameworks for making decisions.</td>
<td>Integrates multiple thinking processes to make decisions.</td>
<td>Possesses penetrating insight and strong strategic and critical thinking skills.</td>
</tr>
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<td><strong>Innovation</strong></td>
<td>Embraces new approaches and discovers ideas to create a better member experience.</td>
<td>Conducts prototypes to support the launching of programs and activities.</td>
<td>Involves members and community in the development of programs and activities.</td>
<td>Invests resources in well-designed innovation initiatives.</td>
</tr>
<tr>
<td><strong>Project Management</strong></td>
<td>Establishes goals, clarifies tasks, plans work, and actively participates in meetings.</td>
<td>Develops plans and manages best practices through engagement of team.</td>
<td>Ensures execution of plans.</td>
<td>Creates a structure to deliver organization-wide results to achieve objectives.</td>
</tr>
<tr>
<td><strong>Finance</strong></td>
<td>Follows budgeting policies and procedures, and reports all financial irregularities immediately.</td>
<td>Effectively creates and manages budgets.</td>
<td>Institutes sound accounting procedures, investment policies, and financial controls.</td>
<td>Develops and implements stewardship strategies.</td>
</tr>
<tr>
<td><strong>Quality Results</strong></td>
<td>Strives to meet or exceed goals and deliver a high-value experience for members.</td>
<td>Holds staff accountable for high-quality results using a formal process to measure progress.</td>
<td>Assigns clear accountability and ensures continuous improvement.</td>
<td>Determines benchmarks and ensures appropriate leadership to meet objectives.</td>
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## Personal Growth

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<td><strong>Change Capacity</strong></td>
<td>Demonstrates an openness to change, and seeks opportunities in the change process.</td>
<td>Facilitates change; models adaptability and an awareness of the impact of change.</td>
<td>Creates a sense of urgency and positive tension to support change.</td>
<td>Effectively drives change by leveraging resources and creating alignment to expand organizational opportunities.</td>
</tr>
<tr>
<td><strong>Emotional Maturity</strong></td>
<td>Accurately assesses personal feelings, strengths, and limitations and how they impact relationships.</td>
<td>Utilizes non-threatening methods to address sensitive issues and inappropriate behavior or performance.</td>
<td>Anticipates challenges that can sidetrack or derail growth and personal learning.</td>
<td>Shares authority and demonstrates courage and humility.</td>
</tr>
<tr>
<td><strong>Functional Expertise</strong></td>
<td>Has the functional and technical knowledge and skills required to perform well; uses best practices and demonstrates up-to-date knowledge and skills in technology.</td>
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CARD SORT

Sort the competency cards among the divider cards:

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<th>Highest</th>
<th>Middle</th>
<th>Lowest</th>
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TOOLS AND RESOURCES
LEADERSHIP COMPETENCY DEVELOPMENT TOOLS

• Leadership Competency Assessment
• 70/20/10 Learning Model
• Y-USA's Leadership Competency Development Guide
• Individual Leadership Development Plan
• Metro Chicago's Training & Leadership Development Guide
LEADERSHIP COMPETENCY ASSESSMENT
WWW.YEXCHANGE.COM (Y-USA)

Email leadershipdevelopment@ymcachicago.org for assessment authorization code

TIMELINE
Senior Management Team
Executive Directors
Jan 2012

All Supervisors
March 2012

All FT Staff
June 2012
70/20/10 Learning Model

70% On-the-Job Development

20% Coaching

10% Formal Training
DEVELOPMENT GUIDE

EXPERIENCE-BASED LEARNING ASSIGNMENTS

KEY COACHING QUESTIONS

VALUABLE TIPS

TRAINING OPPORTUNITIES

SELF STUDY: SUGGESTED READINGS AND BOOKS
INDIVIDUAL LEADERSHIP DEVELOPMENT PLAN
TRAINING CATALOG AND LEADERSHIP DEVELOPMENT GUIDE
LEADERSHIP CERTIFICATION
LEADERSHIP CERTIFICATION

- Credentialing process

- Three (3) Certifications
  - Team Leader Certification
  - Multi-Team/Branch Leader Certification
  - Organizational Leader Certification

- Requirements:
  - Courses
  - Test or Assessment

- Recertification required of two certifications
WHAT'S COMING IN 2012
WHAT TO EXPECT IN 2012

1. New Hire Orientation
2. Webinars
3. eNewsletter
4. Sneezers – TLD Champions/Allies
5. Training & Leadership Development Portal

Go to the *Training & Leadership Development Portal* for updates!
CALL TO ACTION
QUESTIONS

Soukie Chanhdara
Director of Leadership Development

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