



Competency Profile: **Executive Director**

Ontario Network of Employment Skills
Training Projects (ONESTEP)



Executive Director

How to Use This Tool:

This tool is not intended to be used in its entirety. Rather, its purpose is to provide a framework for developing a competency model that is customized to the unique needs of your organization. As you review the tool, select only those functions / requirements / competencies / skills and abilities that are relevant to the particular position you are reviewing, keeping in mind the position as it actually exists in your organization.

This document outlines competencies and corresponding skills and abilities.

Possible uses for this tool:

You may find this tool useful when:

- Creating a job description
- Recruiting, interviewing and hiring new candidates
- Appraising the performance of an Executive Director
- Identifying training and development needs

COMPETENCY MODEL: Executive Director

<p>A. VISIONING Effective performers are imaginative. They are able to create a vision of a preferred future for their teams. They communicate it clearly and enthusiastically in such a way that others are attracted to it. They are able to bring the vision to life for team members.*</p> <p><small>*Adapted from Polaris Competency Card Set</small></p>	<p style="text-align: center;">Skills & Abilities</p> <ul style="list-style-type: none">A1. Develops a strategic vision for the future of the organization or programA2. Identifies fundamental values and beliefs to guide the organization into the futureA3. Generates excitement, enthusiasm and commitment for the visionA4. Skillfully gains commitment to make the organizational vision a realityA5. Creates a belief that the vision can be achievedA6. Embodies the organizational vision and demonstrates conviction in the vision in order to inspire others
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B. STRATEGIC THINKING

Effective performers act with the future in mind. They plan and make decisions within the framework of the organization's strategic intent. They know and understand the factors influencing strategy.*

**Adapted from Polaris Competency Card Set*

Skills & Abilities

- B1. Establishes long-range objectives and specifies the strategies and actions necessary to achieve those objectives
- B2. Identifies the most probable short- and long-term consequences of implementing various strategies
- B3. Strategically analyzes the risks, benefits and opportunities of various strategies
- B4. Confidently implements chosen strategies, despite difficulty and resistance from others; collaborates across organizational units to ensure buy-in and follow-through on strategies
- B5. Skillfully obtains commitment from affected parties to transform strategic vision into reality
- B6. Recognizes alliances, either internal or external to the organization, that are complementary and benefit the competitive position of multiple parties
- B7. Strategically shifts orientation to capitalize on these alliances
- B8. Comprehensively considers a wide range of problems that could affect the entire organization
- B9. Identifies emerging trends and forms strategic plans to address them

C. RELATIONSHIP BUILDING	Skills & Abilities
<p>Effective performers understand that a primary factor in success is establishing and maintaining productive relationships within and outside the organization.*</p> <p><small>*Adapted from Polaris Competency Card Set</small></p>	C1. Seeks opportunities to make contacts and build relationships, including through organizational events, social events, external organizations and professional activities
	C2. Establishes strong and lasting partnerships with sector contacts
	C3. Skillfully influences and negotiates with partners to create opportunities that increase the competitive position of both parties
	C4. Leverages contacts to obtain information relevant to the health and continued growth of the organization, including enhanced perspectives and feedback on organizational performance
	C5. Shows insight into the actions and motives of others, and recognizes when relationships with others are strained
	C6. Shows sensitivity to the thoughts and opinions of other team members
	C7. Delivers constructive criticism and voices objections to others' ideas and opinions in a supportive, non-accusatory manner; responds appropriately to positive and negative feedback
	C8. Establishes a high degree of trust and credibility with others

D. PROBLEM SOLVING & DECISION MAKING	Skills & Abilities
<p>Effective performers are able to identify problems, solve them, act decisively, and show good judgment. They isolate causes from symptoms, and compile information and alternatives to illuminate problems or issues.*</p> <p><i>*Adapted from Polaris Competency Card Set</i></p>	D1. Anticipates or recognizes the existence of a problem!
	D2. Identifies the true nature of the problem by analyzing its component parts
	D3. Examines information obtained for relevance and completeness
	D4. Organizes/reorganizes information as appropriate to gain a better understanding of the problem
	D5. Integrates previously learned and externally obtained information to generate a variety of high-quality alternative approaches to the problem
	D6. Decisively chooses the best solution after contemplating available approaches to the problem
	D7. Commits to a solution in a timely manner, and develops a realistic approach for implementing the chosen solution

E. ORGANIZING & PLANNING

Effective performers have strong organizing and planning skills that allow them to be highly productive and efficient.*

**Adapted from Polaris Competency Card Set*

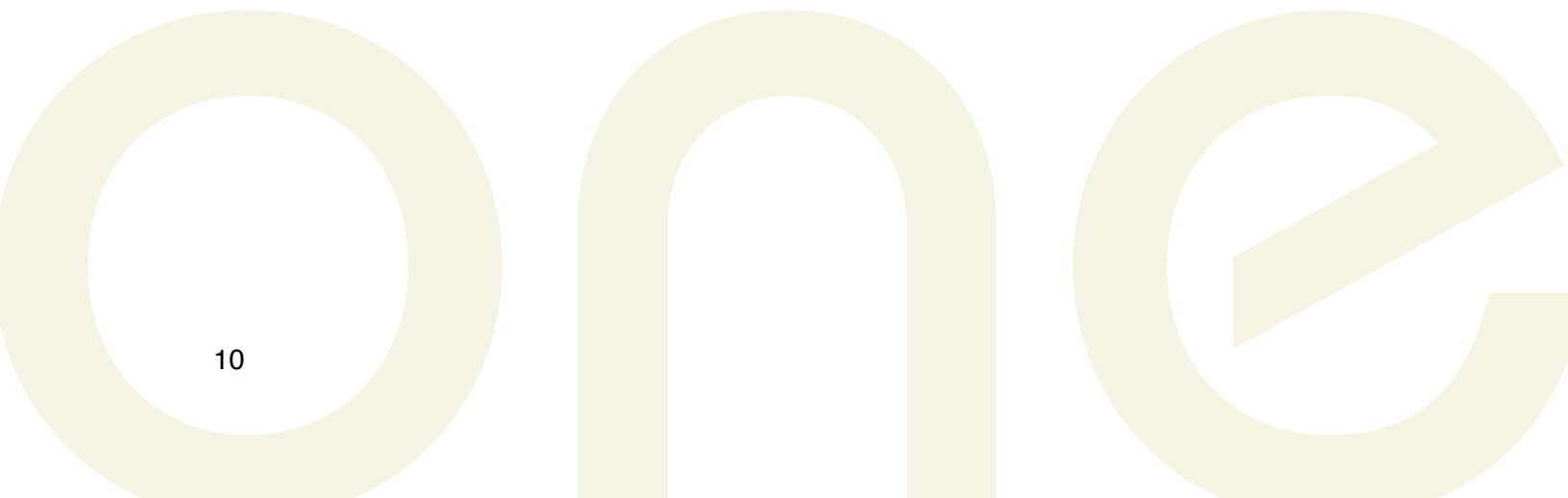
Skills & Abilities

- E1. Knows administrative and management principles involved in strategic planning, resource allocation, human resources modelling, leadership technique, service delivery, and co-ordination of people and resources
- E2. Allocates time and resources effectively and co-ordinates efforts with all affected parties
- E3. Anticipates obstacles to activities and develops contingency plans to address them
- E4. Approaches work in a methodical manner
- E5. Keeps all parties informed of progress and all relevant changes to project timelines

F. CUSTOMER ORIENTATION	Skills & Abilities
<p>Effective performers stay close to customers / clients. They view the organization through the eyes of the customer/client and go out of their way to anticipate and meet customer/client needs.*</p> <p><i>*Adapted from Polaris Competency Card Set</i></p>	F1. Demonstrates a desire to understand customer/client needs
	F2. Knows principles and processes for providing customer/client services, including customer/client needs assessment, meeting quality standards for services, and evaluation of customer/client satisfaction
	F3. Instills a customer service mindset throughout the organization
	F4. Evaluates and enhances services with the customer/client in mind
	F5. Presents a professional image in the organization's communications and service orientation
	F6. Assesses and acts on the trade-off of immediate benefit for the sake of long-term satisfied customers/clients

G. COMMUNICATIVENESS	Skills & Abilities
<p>Effective performers recognize the essential value of continuous information exchange and the competitive advantage it brings.*</p> <p><small>*Adapted from Polaris Competency Card Set</small></p>	G1. Expresses information to individuals or groups taking into account the audience and the nature of the information (e.g., technical or controversial)
	G2. Continually gathers data from diverse sources to determine what information employees need to perform their work
	G3. Disseminates information to employees in a timely, efficient manner
	G4. Keeps employees well-informed through a variety of means, including productive and informative group and individual meetings and targeted written communications
	G5. Highlights important information in communications and avoids flooding employees with irrelevant information
	G6. Monitors internal and external environments to determine if additional information is required for employees to perform tasks
	G7. Provides information to the organization in a timely way that maintains co-operative relationships among people
	G8. Informs employees when changes occur that affect them and distributes updated information when necessary

H. ORGANIZATION KNOWLEDGE	Skills & Abilities
<p>Effective performers understand the workings of the organization.*</p> <p><i>*Adapted from Polaris Competency Card Set</i></p>	H1. Understands the organization’s mission and functions; recognizes one’s role in the functioning of the organization, and understands the potential impact one’s own performance can have on the success of the organization
	H2. Knows the organization’s core technologies
	H3. Understand operational frameworks
	H4. Knows operational procedures
	H5. Knows the inner workings of formal and informal infrastructures



I. MISSION FOCUS

Effective performers understand and support the organization’s mission – its core purpose for being.*

**Adapted from Polaris Competency Card Set*

Skills & Abilities

- I1. Understands the organization’s mission and functions
- I2. Recognizes one’s role in the functioning of the organization and understands the potential impact one’s own performance can have on the success of the organization’s mission
- I3. Understands the core purpose of the organization
- I4. Incorporates the mission into daily activities
- I5. Communicates the mission and interprets its application for staff
- I6. Values the mission, believes in it, and stands behind it