

COMPETENCY	DESCRIPTION
<b><i>Relationship to Self</i></b>	
Self Awareness	<ul style="list-style-type: none"> <li>• aware of personal thoughts and emotions and their influence on actions</li> <li>• articulates and uses emotions effectively</li> <li>• words match actions, seeks to be authentic</li> <li>• has an ethical code, acts with integrity</li> <li>• has insight and acceptance of strengths and limitations</li> </ul>
Self Management, Self Directed	<ul style="list-style-type: none"> <li>• takes initiative for leadership and completion of tasks</li> <li>• open to influence of others without emotional dependency</li> <li>• demonstrates the courage of conviction</li> <li>• perseveres in the face of set-backs and disappointments</li> <li>• stays grounded and realistic</li> </ul>
Continuous Learning	<ul style="list-style-type: none"> <li>• life-long learner, curious</li> <li>• open to self-discovery, e.g. personal assumptions and blind spots</li> <li>• self-reflective and seeks feedback from others</li> <li>• has meaningful personal goals and aspirations</li> <li>• models discernment and learning for others</li> </ul>
Resilience	<ul style="list-style-type: none"> <li>• aware of personal needs, maintains a good personal support system</li> <li>• takes time for self-care, maintains work/life balance</li> <li>• adjusts to life's demands and stressors, optimistic and self-confident</li> <li>• responds rather than reacts to stress, seeks assistance when needed</li> <li>• sets limits and healthy boundaries, manages others' expectations</li> </ul>
<b><i>Relationship to Others</i></b>	
Relationship Building	<ul style="list-style-type: none"> <li>• warm and approachable, helps others feel welcome, accepted and valued</li> <li>• builds and maintains trust</li> <li>• demonstrates sensitivity, empathy and respect for others</li> <li>• aware of how perceived by others</li> <li>• sensitive to social cues, able to operate effectively in diverse social and cultural contexts</li> </ul>
Communication Skills	<ul style="list-style-type: none"> <li>• articulate in communicating thoughts and emotions</li> <li>• makes ideas and concepts accessible to others</li> <li>• practices active listening, can synthesize and reflect back others' thoughts and underlying emotions</li> <li>• can advocate for others and ask for own wants and needs</li> <li>• engages in productive dialogue with people from diverse cultural and educational backgrounds</li> </ul>

Collaboration	<ul style="list-style-type: none"> <li>• adept at working with teams and in group settings</li> <li>• develops networks and affiliations, seeks input and finds common ground</li> <li>• understands own role in relationship systems and how system dynamics influence people and outcomes</li> <li>• attuned to others' feelings and the emotional energy in group settings, and responds appropriately</li> <li>• able to engage and mobilize others around shared ministry goals</li> </ul>
Conflict Management	<ul style="list-style-type: none"> <li>• creates an environment in which differing views are welcome</li> <li>• manages creative tension productively and remains non-anxious</li> <li>• able to identify underlying issues and sources of tension</li> <li>• addresses difficult issues in a prompt and direct manner</li> <li>• maintains a pastoral presence in times of crisis, handles conflicts non-defensively and can mediate differences</li> </ul>
<b><i>Relationship to World</i></b>	
Vision	<ul style="list-style-type: none"> <li>• able to take a long-term view, facilitates creation of a shared vision</li> <li>• helps others stay focused on mission and purpose</li> <li>• open to the need for change while respecting and acknowledging past and present accomplishments</li> <li>• supports others in translating vision into action</li> <li>• pragmatic and patient in working toward long-term goals</li> </ul>
Leadership and Accountability	<ul style="list-style-type: none"> <li>• motivated to lead, seeks leadership experience</li> <li>• holds self and others accountable, accepts responsibility and acknowledges mistakes</li> <li>• engages others in reflection and learning around results</li> <li>• celebrates successes, seeks insight when results don't meet expectations</li> <li>• works productively and positively within governance and authority structures and systems</li> </ul>
Planning & Organizing	<ul style="list-style-type: none"> <li>• able to plan and prioritize for the short, mid and long-term</li> <li>• organizes tasks, projects and teams effectively</li> <li>• educates and enables others to exercise good stewardship of time and resources</li> <li>• identifies and utilizes gifts of others</li> <li>• ensures administrative functions are efficient, effective, economical</li> </ul>
Problem Solving	<ul style="list-style-type: none"> <li>• critical thinking skills, uses effective decision-making processes</li> <li>• understands context, ensures multiple sources of data are accessed</li> <li>• resourceful, able to adapt in effective and healthy ways to changing circumstances</li> <li>• willing to make decisions in unpredictable and ambiguous scenarios</li> <li>• keeps people informed, communicates options and manages buy-in</li> </ul>

Enterprising	<ul style="list-style-type: none"> <li>• self motivated and determined, demonstrates an inner drive to achieve</li> <li>• creative, sees patterns and interrelationships and translates into opportunities to act</li> <li>• self-confident and able to win others' confidence, realistic about personal capabilities and potential</li> <li>• results-oriented, views tangible outcomes as a source of satisfaction and information for moving forward</li> <li>• engages others in new ventures, understands own and others' risk tolerance and manages accordingly</li> </ul>
<b><i>Relationship to the Divine</i></b>	
Service Orientation	<ul style="list-style-type: none"> <li>• focuses on call and stays attuned to the needs of communities and individuals encompassed by that call</li> <li>• engages in ongoing discernment with others, anticipates needs</li> <li>• motivates, enables and empowers others to serve, builds capacity</li> <li>• forms alliances and coalitions with organizations and groups to optimize overall impact</li> <li>• vocational interests and ministry roles are in synch</li> </ul>
Faithful Witness	<ul style="list-style-type: none"> <li>• demonstrates an authentic spirituality</li> <li>• articulates faith journey and supports others on their journeys</li> <li>• integrates personal faith with action</li> <li>• faces doubts and fears honestly and positively</li> <li>• congruence between beliefs and life style</li> <li>• congruence between public and private "selves"</li> </ul>