<table>
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<tr>
<th>COMPETENCY</th>
<th>DESCRIPTION</th>
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<td><strong>Relationship to Self</strong></td>
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| Self Awareness                | • aware of personal thoughts and emotions and their influence on actions  
• articulates and uses emotions effectively  
• words match actions, seeks to be authentic  
• has an ethical code, acts with integrity  
• has insight and acceptance of strengths and limitations |
| Self Management, Self Directed| • takes initiative for leadership and completion of tasks  
• open to influence of others without emotional dependency  
• demonstrates the courage of conviction  
• perseveres in the face of set-backs and disappointments  
• stays grounded and realistic |
| Continuous Learning           | • life-long learner, curious  
• open to self-discovery, e.g. personal assumptions and blind spots  
• self-reflective and seeks feedback from others  
• has meaningful personal goals and aspirations  
• models discernment and learning for others |
| Resilience                    | • aware of personal needs, maintains a good personal support system  
• takes time for self-care, maintains work/life balance  
• adjusts to life’s demands and stressors, optimistic and self-confident  
• responds rather than reacts to stress, seeks assistance when needed  
• sets limits and healthy boundaries, manages others’ expectations |
| **Relationship to Others**    |                                                                                                                                                                                                             |
| Relationship Building         | • warm and approachable, helps others feel welcome, accepted and valued  
• builds and maintains trust  
• demonstrates sensitivity, empathy and respect for others  
• aware of how perceived by others  
• sensitive to social cues, able to operate effectively in diverse social and cultural contexts |
| Communication Skills          | • articulate in communicating thoughts and emotions  
• makes ideas and concepts accessible to others  
• practices active listening, can synthesize and reflect back others’ thoughts and underlying emotions  
• can advocate for others and ask for own wants and needs  
• engages in productive dialogue with people from diverse cultural and educational backgrounds |
| Collaboration               | • adept at working with teams and in group settings  
|                           | • develops networks and affiliations, seeks input and finds common ground  
|                           | • understands own role in relationship systems and how system dynamics influence people and outcomes  
|                           | • attuned to others’ feelings and the emotional energy in group settings, and responds appropriately  
|                           | • able to engage and mobilize others around shared ministry goals  
| Conflict Management        | • creates an environment in which differing views are welcome  
|                           | • manages creative tension productively and remains non-anxious  
|                           | • able to identify underlying issues and sources of tension  
|                           | • addresses difficult issues in a prompt and direct manner  
|                           | • maintains a pastoral presence in times of crisis, handles conflicts non-defensively and can mediate differences  

| Relationship to World      | 
|---------------------------|--------------------------------------------------|
| Vision                    | • able to take a long-term view, facilitates creation of a shared vision  
|                           | • helps others stay focused on mission and purpose  
|                           | • open to the need for change while respecting and acknowledging past and present accomplishments  
|                           | • supports others in translating vision into action  
|                           | • pragmatic and patient in working toward long-term goals  
| Leadership and Accountability| • motivated to lead, seeks leadership experience  
|                           | • holds self and others accountable, accepts responsibility and acknowledges mistakes  
|                           | • engages others in reflection and learning around results  
|                           | • celebrates successes, seeks insight when results don’t meet expectations  
|                           | • works productively and positively within governance and authority structures and systems  
| Planning & Organizing     | • able to plan and prioritize for the short, mid and long-term  
|                           | • organizes tasks, projects and teams effectively  
|                           | • educates and enables others to exercise good stewardship of time and resources  
|                           | • identifies and utilizes gifts of others  
|                           | • ensures administrative functions are efficient, effective, economical  
| Problem Solving           | • critical thinking skills, uses effective decision-making processes  
|                           | • understands context, ensures multiple sources of data are accessed  
|                           | • resourceful, able to adapt in effective and healthy ways to changing circumstances  
|                           | • willing to make decisions in unpredictable and ambiguous scenarios  
|                           | • keeps people informed, communicates options and manages buy-in
| Enterprising | • self motivated and determined, demonstrates an inner drive to achieve  
• creative, sees patterns and interrelationships and translates into opportunities to act  
• self-confident and able to win others’ confidence, realistic about personal capabilities and potential  
• results-oriented, views tangible outcomes as a source of satisfaction and information for moving forward  
• engages others in new ventures, understands own and others’ risk tolerance and manages accordingly |
| --- | --- |
| Service Orientation | • focuses on call and stays attuned to the needs of communities and individuals encompassed by that call  
• engages in ongoing discernment with others, anticipates needs  
• motivates, enables and empowers others to serve, builds capacity  
• forms alliances and coalitions with organizations and groups to optimize overall impact  
• vocational interests and ministry roles are in synch |
| Faithful Witness | • demonstrates an authentic spirituality  
• articulates faith journey and supports others on their journeys  
• integrates personal faith with action  
• faces doubts and fears honestly and positively  
• congruence between beliefs and life style  
• congruence between public and private “selves” |