



# Y-USA CAUSE-DRIVEN LEADERSHIP COMPETENCY MODEL

## DISCIPLINE: Advancing our Mission & Cause

### COMPETENCY

	CHANGE LEADERSHIP	ENGAGING COMMUNITY	PHILANTHROPY	VOLUNTEERISM
<b>Definition</b>	Facilitates, co-creates, and implements equitable change for the good of the organization and/or community	Builds bridges with others in the community to ensure the Y's work is community-focused and welcoming of all, providing community benefit	Secures resources and support to advance the Y's work	Engages volunteers and promotes social responsibility at all levels of the organization
<b>LEADER Behavioral Indicators</b>	Seeks to understand and support change efforts.	<ul style="list-style-type: none"> <li>Recognizes and articulates that the Y is a not-for-profit, charitable organization committed to serving the entire community.</li> <li>Serves others by intentionally welcoming, connecting, and supporting them, and inviting them to get involved and give back to the community.</li> </ul>	<ul style="list-style-type: none"> <li>Tells the Y story in regular interactions with members.</li> <li>Participates in the Y's fundraising efforts.</li> </ul>	Shows appreciation and respect for the time, talent, and contributions of all volunteers.
<b>TEAM LEADER Behavioral Indicators</b>	<ul style="list-style-type: none"> <li>Provides resources, removes barriers, and acts as an advocate for those initiating change.</li> <li>Actively supports and remains accessible to others during times of change or stress.</li> <li>Manages resistance to change by seeking input from stakeholders and communicating the change clearly.</li> <li>Holds others accountable for implementing the change.</li> </ul>	<ul style="list-style-type: none"> <li>Ensures programs and services meet community needs.</li> <li>Ensures a level of service and engagement that fosters loyalty among those we serve.</li> <li>Intentionally fosters a cause-centered culture that is welcoming, genuine, hopeful, nurturi</li> </ul>	<ul style="list-style-type: none"> <li>Educates staff, volunteers, and members about the charitable nature of the Y.</li> <li>Leads key components of the Y's fundraising efforts.</li> </ul>	<ul style="list-style-type: none"> <li>Proactively positions volunteerism as a central context of being cause-driven and a way of being socially responsible.</li> <li>Recruits, onboards, and develops volunteers from diverse backgrounds.</li> <li>Works with volunteers to create meaningful and relevant roles that impact the community, fulfill their personal purpose, and build commitment to the cause.</li> </ul>



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<b>MULTI-TEAM LEADER</b> Behavioral Indicators	<ul style="list-style-type: none"> <li>• Initiates changes to improve the Y, meet community needs, and maximize impact.</li> <li>• Creates a sense of urgency to support change initiatives.</li> <li>• Manages implementation of change by understanding and addressing the impact of change on cultures, systems, and people.</li> <li>• Aligns time and resources to allow new approaches to catch on, evolve, and thrive.</li> <li>• Plans for resistance as part of the change process and develops strategies to help adapt and accept change initiatives.</li> </ul>	<ul style="list-style-type: none"> <li>• Stewards the Y cause, promoting and protecting the brand and reputation as a global, inclusive organization within the community.</li> <li>• Effectively communicates community benefit and the Y's impact for all stakeholders (e.g., staff, volunteers, members, community leaders).</li> <li>• Builds bridges within the community so that all segments of society have access to the Y.</li> </ul>	<ul style="list-style-type: none"> <li>• Engages staff, volunteers, and members in fundraising activities and strategies.</li> <li>• Organizes philanthropic activity and strategies to successfully raise necessary funds.</li> <li>• Reports the sources, uses, and management of donated funds to constituents in order to preserve and enhance confidence in the organization.</li> </ul>	<ul style="list-style-type: none"> <li>• Maintains diverse advisory councils that actively support the Y's goals and strategic plans.</li> <li>• Clarifies and reinforces the division of roles and responsibilities between corporate boards, management or advisory boards, staff, and general volunteers.</li> </ul>
<b>ORGANIZATIONAL LEADER</b> Behavioral Indicators	<ul style="list-style-type: none"> <li>• Intentionally uses change as a strategy to expand options and opportunities and better leverage Y resources and capabilities.</li> <li>• Creates successful change by aligning structures, systems, and processes that are linked to the change.</li> <li>• Creates processes to implement successful changes while maintaining organizational effectiveness.</li> <li>• Creates a compelling vision for the Y that inspires and motivates others to embrace change.</li> <li>• Effectively manages the amount of change the organization can handle at any one time.</li> </ul>	<ul style="list-style-type: none"> <li>• Partners with the board and community to ensure the Y is identifying and meeting community needs effectively.</li> <li>• Ensures that voices of diverse community stakeholders inform strategic direction.</li> <li>• Protects against potential risks to the organization's charitable status.</li> </ul>	<ul style="list-style-type: none"> <li>• Promotes and inspires philanthropy among staff and volunteers.</li> <li>• Ensures fundraising activities and strategies are sufficient to support the Y's charitable needs.</li> <li>• Initiates and fosters relationships with all constituents through a systematic cultivation plan designed to increase support of the Y.</li> <li>• Ensures policies exist for gift acceptance and acknowledgement, satisfying legal and ethical standards.</li> </ul>	<ul style="list-style-type: none"> <li>• Actively engages the board in challenging conversations and decision making to advance the Y's impact.</li> <li>• Cultivates a diverse pool of volunteers to ensure the Y's relevance to strategic priorities and community needs.</li> <li>• Maximizes the function of the board, ensuring optimal engagement and strategic alignment.</li> <li>• Partners with the governing board to set the organization's policies, goals, and strategic direction.</li> </ul>



# Y-USA CAUSE-DRIVEN LEADERSHIP COMPETENCY MODEL

## DISCIPLINE: Building Relationships

### COMPETENCY

	COLLABORATION	COMMUNICATION & INFLUENCE	INCLUSION
<b>Definition</b>	Creates sustainable relationships within the Y and with other organizations in service to the community	Listens and expresses self effectively and in a way that engages, inspires, and builds commitment to the Y's cause	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
<b>LEADER Behavioral Indicators</b>	Develops and maintains positive relationships with volunteers, members or program participants, and colleagues at all levels of the organization.	<ul style="list-style-type: none"> <li>Interprets messages and body language effectively.</li> <li>Listens with the intent to understand the perspective of others by using appropriate communication methods, including open-ended questions.</li> <li>Responds to the individual needs of the other person.</li> </ul>	<ul style="list-style-type: none"> <li>Embraces all dimensions of diversity (i.e., ability, age, culture, ethnicity, faith, gender, gender identity, income, national origin, race, religion, sexual orientation, socio-economic status, etc.) by treating all people with dignity, compassion, and respect.</li> <li>Creates a safe environment in which others feel welcome and respected.</li> </ul>
<b>TEAM LEADER Behavioral Indicators</b>	<ul style="list-style-type: none"> <li>Identifies and builds relationships with internal and/or external partners or key stakeholders to support programs or projects.</li> <li>Builds effective teams and committees by fostering common vision and plans.</li> </ul>	<ul style="list-style-type: none"> <li>Writes clearly and concisely, using correct grammar, vocabulary, and appropriate tone for the message or audience.</li> <li>Speaks in a clear, articulate manner.</li> <li>Maintains regular, clear, and concise communication within area of responsibility.</li> <li>Adopts a personal leadership style or approach to influence others.</li> </ul>	<ul style="list-style-type: none"> <li>Addresses behaviors and practices that do not support inclusion in positive and equitable ways.</li> <li>Ensures staff model equity, inclusion, cultural competence and global awareness in all areas of their work.</li> </ul>



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<b>MULTI-TEAM LEADER</b> <b>Behavioral Indicators</b>	<ul style="list-style-type: none"> <li>Builds strong, strategic relationships with current and prospective partners inside and outside the Y.</li> <li>Recruits key organizational partners with diverse perspectives and talents to better meet community needs and identified critical social issues.</li> <li>Engages in collaborations with openness and desire to share leadership.</li> <li>Creates processes to identify and manage collaborations effectively.</li> </ul>	<ul style="list-style-type: none"> <li>Uses effective and persuasive communication skills to represent the Y as a thought leader in the community.</li> <li>Proactively communicates during critical and important situations, such as crisis or disaster situations.</li> <li>Gets things done through others by effectively reading and interpreting the culture, decisions, networks, and politics in the organization.</li> </ul>	<p>Leads efforts that deepen the Y's connections to underserved communities and the global Y movement.</p>
<b>ORGANIZATIONAL LEADER</b> <b>Behavioral Indicators</b>	<ul style="list-style-type: none"> <li>Makes collaboration an organizational priority.</li> <li>Positions the Y as a community convener and collaborator to address critical social issues.</li> <li>Executes strategic alliances with other Ys, community organizations, and global partners to benefit the community (e.g., state alliances, health care facilities, schools).</li> <li>Creates effective, sustainable, organization-wide collaborations.</li> </ul>	<ul style="list-style-type: none"> <li>Creates and clearly communicates a compelling, cause-driven vision.</li> <li>Creates and implements effective communication strategies with compelling messages that inspire others to accomplish the mission and cause with maximum impact.</li> <li>Navigates complex political and social circles with ease.</li> <li>Advocates to local, state and federal public officials to promote policies and regulations to advance the Y's cause.</li> </ul>	<ul style="list-style-type: none"> <li>Creates organizational policies and structures that remove barriers and foster equity and inclusion for all.</li> <li>Champions equity and social inclusion as strategic organizational imperatives.</li> </ul>



# Y-USA CAUSE-DRIVEN LEADERSHIP COMPETENCY MODEL

## DISCIPLINE: Leading Operations

### COMPETENCY

	CRITICAL THINKING & DECISION MAKING	FISCAL MANAGEMENT	FUNCTIONAL EXPERTISE	INNOVATION	PROGRAM/PROJECT MANAGEMENT
<b>Definition</b>	Makes informed decisions based on logic, data, and sound judgment	Manages the Y's resources responsibly and sustains the Y's nonprofit business model	Executes superior technical skills for the role	Creates and implements new and relevant approaches and activities that improve and expand the Y's work and impact in the community	Ensures program or project goals are met and intended impact occurs
<b>LEADER Behavioral Indicators</b>	<ul style="list-style-type: none"> <li>Recognizes own biases and suspends judgmental thinking.</li> <li>Responds to challenges with possible solutions in a timely manner.</li> </ul>	<p>Acts responsibly with the Y's resources, following all budgeting policies and procedures and reporting irregularities immediately.</p>	<ul style="list-style-type: none"> <li>Has the functional and technical knowledge and skills to do the job at a high level of accomplishment.</li> <li>Uses best practices, guidelines, and industry standards as a framework to improve performance.</li> <li>Demonstrates up-to-date knowledge and skills in the technology associated with the job.</li> <li>Serves with purpose and passion.</li> </ul>	<ul style="list-style-type: none"> <li>Explores new ideas, remaining open to new ways of thinking and approaching problems.</li> <li>Improvises quickly and appropriately when faced with unexpected circumstances.</li> </ul>	<ul style="list-style-type: none"> <li>Organizes program or project resources, space, or deliverables to best meet intended goals and outcomes.</li> <li>Delivers a high-quality experience to members, participants, or project teams.</li> </ul>
<b>TEAM LEADER Behavioral</b>	<ul style="list-style-type: none"> <li>Actively looks for and incorporates different points of view when making decisions.</li> <li>Gathers relevant, valid data to make appropriate decisions.</li> <li>Interprets data, feedback, and information, differentiating among assumptions, anecdotal evidence, and facts.</li> <li>Anticipates risk, implications, and possible outcomes before taking action.</li> <li>Weights pros and cons of multiple options to make decisions about complex problems.</li> </ul>	<ul style="list-style-type: none"> <li>Prepares budgets and interprets balance sheets, income statements, cash flow statements, and forecasts.</li> <li>Analyzes financial data in order to make comparisons, draw conclusions, and make decisions.</li> <li>Identifies and mitigates significant business, financial, and operating risks and financial irregularities, and communicates information to management.</li> </ul>	<ul style="list-style-type: none"> <li>Has the functional and technical knowledge and skills to do the job at a high level of accomplishment.</li> <li>Uses best practices, guidelines, and industry standards as a framework to improve performance.</li> <li>Demonstrates up-to-date knowledge and skills in the technology associated with the job.</li> <li>Serves with purpose and passion.</li> </ul>	<ul style="list-style-type: none"> <li>Seeks input from key stakeholders (including staff, members, and the community) to develop or improve a program or project.</li> <li>Researches and identifies new trends in the program or service area.</li> <li>Incorporates creative thinking and discussion techniques into meetings and discussions, including brainstorming, mind mapping, sticky notes, and whiteboard visuals.</li> <li>Tries new things and assesses their effectiveness.</li> <li>Values and encourages creative and innovative ideas.</li> </ul>	<ul style="list-style-type: none"> <li>Translates organizational goals into executable plans with accountable staff and volunteers by defining tasks, milestones, and priorities for programs or projects.</li> <li>Delegates responsibilities and monitors progress towards goals.</li> <li>Follows fidelity, quality, and evidence-based standards of programs, projects, or the organization.</li> <li>Challenges inefficient or ineffective work processes and offers constructive alternatives.</li> <li>Follows through on commitments with an appropriate sense of urgency.</li> <li>Demonstrates flexibility when plans or situations change unexpectedly, effectively adjusting plans to achieve intended outcomes.</li> </ul>



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	CRITICAL THINKING & DECISION MAKING	FISCAL MANAGEMENT	FUNCTIONAL EXPERTISE	INNOVATION	PROGRAM/PROJECT MANAGEMENT
<b>MULTI-TEAM LEADER Behavioral Indicators</b>	<ul style="list-style-type: none"> <li>Challenges conventional thinking to improve processes or experiences.</li> <li>Navigates differing stakeholder perspectives or ambiguous information when making decisions.</li> </ul>	<ul style="list-style-type: none"> <li>Manages the budgeting process so that resources are devoted to top priorities and strategic objectives.</li> <li>Institutes sound accounting procedures, investment policies, and financial controls.</li> <li>Uses data to analyze financial trends and forecast future financial progress for the organization.</li> </ul>	<ul style="list-style-type: none"> <li>Has the functional and technical knowledge and skills to do the job at a high level of accomplishment.</li> <li>Uses best practices, guidelines, and industry standards as a framework to improve performance.</li> <li>Demonstrates up-to-date knowledge and skills in the technology associated with the job.</li> <li>Serves with purpose and passion</li> </ul>	<ul style="list-style-type: none"> <li>Demonstrates courageous and intelligent risk taking with awareness of societal, economic, and political issues and their impact on the strategic direction of the organization.</li> <li>Rewards and recognizes new and relevant ideas and approaches even if not successful.</li> </ul>	<ul style="list-style-type: none"> <li>Designs practices, processes, and procedures for strong project management (e.g., project charter, risk mitigation).</li> <li>Organizes people and activities for efficiencies and effectiveness.</li> <li>Measures progress against strategic goals and ensures continuous improvement.</li> <li>Continually evaluates progress, impact, and outcomes; makes process improvements and adjustments as needed.</li> </ul>
<b>ORGANIZATIONAL LEADER Behavioral Indicators</b>	<ul style="list-style-type: none"> <li>Addresses the root cause of systemic issues rather than symptoms.</li> <li>Anticipates trends and their implications on the future of the organization.</li> <li>Guides the organization to make tough choices about what to stop, start, and continue.</li> </ul>	<ul style="list-style-type: none"> <li>Applies principles of stewardship to all financial decisions related to accruing debt.</li> <li>Develops fiscal plans to maximize impact and provide long-term sustainability.</li> <li>Establishes strong internal controls and oversight to protect the assets of the organization.</li> <li>Involves board members in the budget process to ensure their understanding and commitment to allocation and constraints.</li> <li>Partners with board and staff members to communicate budget rationale and options, make recommendations, and pursue valuecreating opportunities.</li> </ul>	<ul style="list-style-type: none"> <li>Has the functional and technical knowledge and skills to do the job at a high level of accomplishment.</li> <li>Uses best practices, guidelines, and industry standards as a framework to improve performance.</li> <li>Demonstrates up-to-date knowledge and skills in the technology associated with the job.</li> <li>Serves with purpose and passion.</li> </ul>	<ul style="list-style-type: none"> <li>Champions an environment conducive to developing new approaches and ideas.</li> <li>Provides oversight to improvement efforts and leads the integration and alignment of improvements so that strategic goals can be met.</li> <li>Invests resources—time, people, and funding—in well-designed innovation initiatives.</li> </ul>	<ul style="list-style-type: none"> <li>Develops organizational goals and strategic plans, balancing longterm direction and short-term requirements.</li> <li>Uses the Y's compelling causedriven vision as a lens for making organizational decisions.</li> <li>Aligns organizational structure, roles, and responsibilities to achieve goals.</li> <li>Secures and allocates program or project resources so that strategic objectives can be achieved.</li> </ul>



# Y-USA CAUSE-DRIVEN LEADERSHIP COMPETENCY MODEL

## DISCIPLINE: Developing & Inspiring People

### COMPETENCY

	DEVELOPING SELF & OTHERS	EMOTIONAL MATURITY
<b>Definition</b>	<b>Develops self and supports others (e.g., staff, volunteers, members, program participants), both formally and informally, to achieve their highest potential</b>	<b>Demonstrates ability to understand and manage emotions effectively in all situations</b>
<b>LEADER Behavioral Indicators</b>	<ul style="list-style-type: none"> <li>• Supports members, participants, or project teams in achieving their goals.</li> <li>• Reflects on and learns from successes and mistakes.</li> <li>• Proactively shares information, experiences, lessons learned, and suggestions to help others be more successful.</li> <li>• Volunteers for challenging tasks or projects in an effort to grow and develop.</li> <li>• Solicits and is open to informal learning opportunities to gain insight (e.g., performance feedback, coaching, and stretch assignments).</li> </ul>	<ul style="list-style-type: none"> <li>• Acts in alignment with personal and organizational values in all situations.</li> <li>• Remains calm and objective when under pressure or when challenged by others.</li> <li>• Accepts responsibility for behavior.</li> <li>• Leads with empathy, anticipating how actions and words impact others.</li> <li>• Operates with openness and a willingness to receive ongoing feedback from all levels of the organization.</li> </ul>
<b>TEAM LEADER Behavioral Indicators</b>	<ul style="list-style-type: none"> <li>• Recruits and hires diverse staff and volunteer teams across multiple dimensions of diversity.</li> <li>• Onboards and develops staff and volunteers for success.</li> <li>• Provides staff and volunteers with the support, time, tools, and resources necessary to set, meet or exceed goals.</li> <li>• Coaches others for continuous development, including analyzing performance gaps, building development plans, delivering appreciative and developmental feedback, and aligning passions and career goals.</li> <li>• Addresses sensitive issues, inappropriate behavior, or performance concerns to help the other person grow.</li> <li>• Shares and employs new learning to improve staff and personal performance.</li> <li>• Strives to understand and resolve conflicting feedback or ideas from multiple sources.</li> </ul>	<ul style="list-style-type: none"> <li>• Regulates behavior based on assessment of situation, personal feelings, strengths, and limitations.</li> <li>• Demonstrates a settling presence, even during times of crisis and challenge.</li> </ul>





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<b>MULTI-TEAM LEADER</b> <b>Behavioral Indicators</b>	<ul style="list-style-type: none"> <li>• Holds others accountable for equitable staff hiring, promotion, and development.</li> <li>• Creates a learning environment that supports and promotes the acquisition, application, and sharing of new knowledge.</li> <li>• Guides others on how to strengthen knowledge, skills, and competencies that improve organizational performance.</li> <li>• Develops the feedback and coaching skills of others.</li> <li>• Engages in and champions ongoing feedback, coaching, and opportunities for informal and formal learning at all levels.</li> </ul>	<ul style="list-style-type: none"> <li>• Creates an environment of trust and respect by empowering others and sharing authority.</li> </ul>
<b>ORGANIZATIONAL LEADER</b> <b>Behavioral Indicators</b>	<ul style="list-style-type: none"> <li>• Creates a vibrant cause-centered culture for staff and volunteers.</li> <li>• Fosters the development of staff and volunteers at all levels in the organization by engaging in ongoing feedback and coaching, creating succession plans, and providing resources and support for informal and formal learning at all levels.</li> <li>• Ensures the organization creates and prioritizes a staff development strategy that is consistent with CAUSE-DRIVEN LEADERSHIP.</li> <li>• Seeks out personal learning that is aligned with or preparatory for anticipated changes in the organization.</li> </ul>	<ul style="list-style-type: none"> <li>• Models humility by placing organizational mission and cause and the success and accomplishments of people above own ego needs.</li> <li>• Models the personal leadership characteristics and maturity that shape a cause-centered culture and positively impact the organization.</li> </ul>





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