

FRATERNITY COUNCIL

Competency	Behaviors
Business Acumen	<ul style="list-style-type: none"> • Displays sound financial understanding of the key business drivers. • Keeps others informed of changes in the industry and business trends. • Collaboratively develops unit-specific business plans with key stakeholders. • Makes objective, rational judgments by identifying root causes and considering multiple alternatives. • Makes decisions in times of uncertainty without having all the information. <p>Displays sound understanding of key business drivers, keeps informed of industry and business trends, and can make ambiguous decisions in times of uncertainty.</p>
Change Management	<ul style="list-style-type: none"> • Makes valuable suggestions for improving processes. • Contributes to change and improvement efforts. • Identifies and shares best practices. • Enthusiastically buys into change and improvement efforts. • Learns from mistakes and breakdowns and works to prevent problems from recurring. <p>Makes valuable suggestions for improvement, contributes to change and improvement efforts, and works to prevent breakdowns and problems from recurring.</p>
Courage	<ul style="list-style-type: none"> • Makes tough decisions without procrastination. • Directly deals with nonperformance. • Acknowledges mistakes and areas for personal development. • Responds constructively to organizational politics and encourages a one-organization mindset. • Addresses conflict in a straightforward and timely way. <p>Makes difficult decisions without procrastination, directly deals with nonperformance, acknowledges mistakes, and encourages a one-organization mindset.</p>
Decision-Making	<ul style="list-style-type: none"> • Makes decisions in the appropriate time frame. • Considers the impact of decisions on other functions and people. • Consults the right people before making critical decisions. • Considers and addresses obstacles when creating plans. • Makes effective and practical decisions. <p>Considers the impact of decisions on functions and people, makes timely and practical decisions and addresses obstacles when creating plans.</p>

Competency	Behaviors
Inspiration	<ul style="list-style-type: none"> Asks tough questions that challenge and engage others. Identifies and confidently promotes bold goals grounded in business realities. Stays deeply and appropriately involved in all aspects of the business. Publicly recognizes and celebrates successes and major milestones. Gains a passionate commitment to the organization's values and goals through visible actions. <p>Asks tough questions that challenge and engage the membership, identifies and confidently promotes bold goals grounded in business facts, and gains commitment of membership to the organization's values and goals through actions.</p>
Trust	<ul style="list-style-type: none"> Is consistent in words and actions. Follows through on commitments. Protects confidential or sensitive information. Fosters trust and transparency. Promotes and reinforces the organization's values. <p>Is consistent in words and actions follows through on commitments, protects confidential and sensitive information, and fosters transparency.</p>
Vision	<ul style="list-style-type: none"> Asks questions to challenge the status quo and is a champion of change and innovation. Enthusiastically articulates rationale and builds support for changes. Clearly communicates expectations and new behaviors associated with change. Encourages the sharing of ideas and best practices across the organization. Actively seeks opportunities to innovate in processes and technologies. <p>Asks questions to challenge the status quo, champions change and innovation, and clearly articulates expectations and new behaviors associated with change.</p>
DISTRICT DIRECTORS	
Competency	Behaviors
Coaching	<ul style="list-style-type: none"> Chooses and retains the right people to lead and manage others. Provides regular coaching and feedback to improve performance. Demonstrates a genuine interest in individuals' satisfaction and goals. Helps team members learn from successes and mistakes.

Competency	Behaviors
	<ul style="list-style-type: none"> • Knows and appreciates the capabilities of each team member. <p>Provides regular coaching and feedback based on a genuine interest in the success of individuals and the organization as well as appreciates the capabilities of each team member.</p>
Conflict Resolution	<ul style="list-style-type: none"> • Resolves disagreements constructively and respectfully. • Actively listens for underlying needs and concerns when others disagree. • Seeks win-win outcomes in negotiations. • Is fair-minded and objective when resolving disagreements. • Demonstrates firm resolve once agreements have been made. <p>Reconciles disagreements constructively and respectfully, is fair-minded, actively listens for underlying concerns, and seeks win-win outcomes.</p>
Effective Judgement	<ul style="list-style-type: none"> • Makes timely decisions in ambiguous conditions. • Considers how decisions will impact other functions and people. • Appropriately involves others in critical decisions. • Anticipates and addresses obstacles when creating plans. • Balances day-to-day activities with planning and long-term priorities. <p>Makes timely decisions in ambiguous conditions, considers the full impact of decisions, anticipates obstacles, and appropriately involves others in critical decisions.</p>
High Standards	<ul style="list-style-type: none"> • Models a high level of personal productivity and commitment. • Sets bold goals that inspire others to higher levels of performance. • Rewards high performers and addresses nonperformance. • Celebrates individual and team accomplishments. • Remains fully involved in areas of responsibility. <p>Models a high level of personal productivity and commitment, sets bold goals, addresses nonperformance, and celebrates individual and team accomplishments.</p>
Strategic Thinking	<ul style="list-style-type: none"> • Aligns decision-making and activities of the business unit with the highest organizational priorities. • Proactively provides relevant information or data to key decision-makers or stakeholders. • Anticipates both short-term and long-term impacts of changes to other parts of the business. • Prepares the business unit to meet future challenges.

Competency	Behaviors
	<ul style="list-style-type: none"> • Considers multiple perspectives when solving problems. <p>Aligns decision-making with organizational priorities, proactively provides information or data to stakeholders, and anticipates long-term and short-term impacts.</p>
Trust	<ul style="list-style-type: none"> • Is consistent in words and actions. • Follows through on commitments. • Protects confidential or sensitive information. • Fosters trust and transparency. • Promotes and reinforces the organization's values. <p>Is consistent in words and actions, follows through on commitments, protects confidential and sensitive information, and fosters transparency.</p>
CONTENT DIRECTORS, STANDING COMMITTEE CHAIRMEN AND SPECIAL COMMITTEE CHAIRMEN	
Competency	Behaviors
Coaching	<ul style="list-style-type: none"> • Chooses and retains the right people to lead and manage others. • Provides regular coaching and feedback to improve performance. • Demonstrates a genuine interest in individuals' satisfaction and goals. • Helps team members learn from successes and mistakes. • Knows and appreciates the capabilities of each team member. <p>Provides regular coaching and feedback based on a genuine interest in the success of individuals and the organization as well as appreciates the capabilities of each team member.</p>
Influence	<ul style="list-style-type: none"> • Encourages frank dialogue and debate. • Aligns with key stakeholders and influencers to make progress on goals. • Clearly articulates the benefits and value of the position. • Openly acknowledges differences in perceptions, needs, and positions. • Negotiates skillfully and diplomatically for win-win outcomes. <p>Encourages honest dialogue and debate, creates key stakeholder buy-in, acknowledges perceptions and needs, and negotiates solutions diplomatically.</p>
High Standards	<ul style="list-style-type: none"> • Models a high level of personal productivity and commitment. • Sets bold goals that inspire others to higher levels of performance. • Rewards high performers and addresses nonperformance.

Competency	Behaviors
	<ul style="list-style-type: none"> • Celebrates individual and team accomplishments. • Remains fully involved in the areas of responsibility.
	<p>Models a high level of personal productivity and commitment, sets bold goals, address nonperformance, and celebrates individual and team accomplishments.</p>
Plan and Execute	<ul style="list-style-type: none"> • Puts realistic plans in place and makes adjustments when necessary. • Delegates effectively and to the right level. • Holds others accountable. • Provides the resources necessary to get the job done. • Provides others the appropriate degree of direction and latitude in achieving objectives.
	<p>Puts realistic plans in place, delegates effectively, holds people accountable, and provides an appropriate degree of direction and latitude to achieve objectives.</p>
Self-Assurance	<ul style="list-style-type: none"> • Is realistic regarding strengths and development needs. • Demonstrates courage and decisiveness when needed. • Remains flexible when dealing with others and issues. • Openly acknowledges differences in opinions and perspectives. • Addresses tough issues in a timely and straightforward manner.
	<p>Maintains a realistic view of strengths and development needs, demonstrates courage in decision-making, and addresses tough issues promptly.</p>
Trust	<ul style="list-style-type: none"> • Is consistent in words and actions. • Follows through on commitments. • Protects confidential or sensitive information. • Fosters trust and transparency. • Promotes and reinforces the organization's values.
	<p>Is consistent in words and actions, follows through on commitments, protects confidential and sensitive information, and fosters transparency.</p>

CONTENT SPECIALISTS

Competency	Behaviors
Critical Thinking	<ul style="list-style-type: none"> • Examines issues from multiple perspectives. • Focuses on the most important information when solving problems. • Identifies the root causes of problems.

Competency	Behaviors
	<ul style="list-style-type: none"> Generates multiple alternatives and solutions before deciding. Remains open-minded when underlying assumptions are challenged. <p>Examines issues from multiple perspectives, identifies root causes of problems, generates ideas, and remains open-minded to solutions.</p>
Member Focus	<ul style="list-style-type: none"> Demonstrates a passion for ensuring an exceptional member experience. Builds relationships with members while acquiring feedback about service. Works collaboratively with others to meet or exceed member expectations. Anticipates and responds to changing member needs. Delivers on promises made to members. <p>Demonstrates a passion for serving the membership, builds relationships, and acquires feedback to anticipate and respond to membership needs.</p>
Flexibility	<ul style="list-style-type: none"> Remains calm in frustrating or stressful situations. Keeps an upbeat attitude, even in challenging or stressful situations. Shifts schedule to accommodate new priorities. Remains flexible and open to new ways of working. Is even-keeled and approachable. <p>Remains calm and maintains an upbeat attitude in stressful situations, shifts when needed to accommodate priorities, and is even-keeled and approachable.</p>
Motivating Others	<ul style="list-style-type: none"> Publicly celebrates progress, successes, and major milestones. Helps team members understand how their day-to-day work contributes to the team's success. Creates a climate that inspires team members to perform at their best. Links promotions and rewards to superior performance. Champions employee development processes and programs. <p>Celebrates progress and successes, helps team members understand their contributions, and creates a climate that inspires teams to perform at their best.</p>

Competency	Behaviors
Plan and Organize	<ul style="list-style-type: none"> Develops effective plans and makes adjustments when necessary. Ensures plans are made based on facts and reality. Is organized and manages time effectively. Appropriately prioritizes work activities. Sticks to schedules despite inconveniences.
Develops effective plans based on facts and reality, is organized and able to prioritize, and makes adjustments when needed.	
Problem-Solving	<ul style="list-style-type: none"> Thinks about issues from different perspectives. Focuses on the root causes of problems. Is persistent in trying new approaches to solve problems. Considers several alternatives and solutions for any given problem. Remains open-minded to the ideas of others.
Approaches issues from multiple perspectives, is persistent in trying new solutions, considers several alternatives, and is open-minded to the ideas of others.	

ALL VOLUNTEERS

(More values-based than other core lists.)

Competency	Behaviors
Communication	<ul style="list-style-type: none"> Communicates concisely and straightforwardly. Listens patiently and asks questions to clarify others' points of view. Presents ideas in an organized and impactful way. Encourages open and honest discussion of issues. Is persuasive without being intimidating or dominating. Is open and honest in discussing issues. Openly shares information and keeps people updated.
Communicates concisely, listens patiently, demonstrates curiosity, and encourages open and honest dialogue.	
Integrity	<ul style="list-style-type: none"> Deals frankly with people who do not uphold the organization's core values. Is committed to doing what is right and ethical. Places organizational success ahead of personal gain and recognition. Constructively handles pressure and stress. Maintains optimism and flexibility in difficult times.

Competency	Behaviors
Upholds core organizational values, is committed to ethical behaviors, and places organizational success above personal gain.	
Learning	<ul style="list-style-type: none"> • Is focused on accomplishing career goals. • Learns from successes and mistakes. • Is open to coaching from others with relevant expertise. • Is willing to get outside of their comfort zone to expand capabilities. • Has realistic expectations about what can be learned in a given time frame.
Learns from successes and mistakes, is focused on accomplishing goals, is open to coaching, and continuously seeks to expand capabilities.	
Professionalism	<ul style="list-style-type: none"> • Demonstrates a strong work ethic and high performance. • Demonstrates enthusiasm for the organization's goals. • Handles high-priority tasks with a sense of urgency. • Persists to produce quality work despite setbacks and failures. • Follows up on the results of work activities to ensure desired results.
Demonstrates a strong work ethic, commitment to the organization's goals, and persists toward quality work and high-priority tasks.	
Relationship Building	<ul style="list-style-type: none"> • Actively listens and gains an understanding of others' perspectives. • Cultivates relationships to build and enhance personal and professional networks. • Treats others with respect and professionalism. • Stays calm and composed under stress. • Remains fair-minded and objective when conflict arises.
Actively listens and gains others' perspectives, treats all with respect and dignity, and cultivates relationships to build and enhance networks.	
Self-Awareness	<ul style="list-style-type: none"> • Is realistic regarding strengths and development needs. • Puts team success ahead of personal recognition. • Demonstrates consistency between what is said and what is done. • Uses discretion appropriately and keeps sensitive information private. • Upholds rigorous personal ethics.

Competency **Behaviors**

Is realistic in the contribution of strengths and needs for development, demonstrates consistency in statements and actions, and uses discretion appropriately.

Teamwork and Collaboration

- Empowers the group by providing contextual information and the big picture.
- Creates an environment that values the diversity of thought based on gender, ethnicity, and experience.
- Encourages the sharing of opinions and ideas and promotes robust debate.
- Removes external barriers hindering team progress.
- Manages interpersonal group dynamics to promote teamwork.

Empowers the group through information sharing, creates an environment that values the diversity of thought, and encourages an open dialogue of ideas and opinions.