

## **KEY COMPETENCIES**

Your effectiveness as the NSWPB Executive Director will depend on many variables - your ability to work with different personalities and to juggle several issues at the same time. The following is a list of core competency skills, knowledge and characteristics that you will need to be an effective Executive Director:

### **Adaptability**

Ability to adapt quickly to changing government and community priorities.

### **Analysis**

Able to assess and analyze industry input on various topics.

### **Business Ethics**

An understanding of business ethics as it relates to: due diligence, corporation, funding from tax payers, working with the community, and contracting with consultants

### **Communication**

Able to clearly present information through the spoken or written word; read and interpret complex information; talk with customers, clients, sponsors, community; and listen well.

### **Consensus Builder**

Able to assist the Board of Directors and the diverse community representatives to reach consensus. Familiar with and able to apply consensus building techniques.

### **Cooperation/Teamwork**

Able to work collaboratively with the Board and a small staff.

### **Decision Making**

Ability to apply sound decision making and problem solving techniques including:

- Understanding the problem and goals clearly, so you can consider a wide variety of alternative courses of action.
- Creating many possible solutions to the problem. You can't use an inventive solution unless it has been thought of.
- Collecting all the conveniently available information about the probable outcome of each course of action. See if there aren't synergistic ways of combining several promising solutions into potent solutions.
- Weighing the pros and cons of each course of action (solution), then deciding on one that you can commit yourself to fully.

### **Financial Management**

Able to manage a budget including developing the budget, monitoring cashflow, expenditures and commitments, and required reporting. Cognisant of fiduciary responsibilities related to the Ontario Corporations Act.

**Group process**

Ability to facilitate, listen, resolve conflict, build trust, "read" the group.

**Influence & Persuasion**

Able to convince others in both positive and negative circumstances; use tact when expressing ideas or opinions; present new ideas to authority figures; adapt presentations to suit a particular audience; respond to objections successfully.

**Initiative**

Able to bring about great results from ordinary circumstances; anticipate and prepare for problems or opportunities in advance; transform leads into productive business outcomes; undertake additional responsibilities and respond to situations as they arise without supervision.

**Interpersonal Skills**

Ability to meet with and work with diverse groups of stakeholders (staff, board, sponsors, community).

**Judgment/Decision Making/Problem Solving**

Able to work independently to implement board direction, resolving problems in a timely manner.

**Leadership**

Ability to inspire and engage others in the Local Board's vision to accomplish objectives and fulfill responsibilities.

**Management**

Able to assume a role of authority as necessary; advocate new ideas, even when risk is involved; set an example for coworkers; delegate responsibility and empower associates to make decisions; provide constructive feedback to others; and establish control and follow up mechanisms for the organization.

**Negotiating**

Able to obtain agreement from multiple parties; earn trust while working out a deal; use good timing and carefully calculated strategies when negotiating; communicate high value of services; and identify hidden agendas that might interfere with achieving objectives.

**Partnership Development**

Able to assess potential partners, establish a common vision, gain commitment, identify and address barriers or obstacles, and sustain the momentum.

**Planning & Organization**

Able to manage multiple projects and meet deliverable deadlines.

**Policy Development**

Ability to develop internal policies and procedures, administer the day-to-day operations, and direct the staff's implementation of policy.

**Presentation Skills**

Ability to make clear and compelling presentations to a variety of audiences including the Board, sponsors, and community groups.

**Project Management**

Ability to complete a project on time and on budget, keep people informed along the way, and achieve the objectives established for the project.

**Problem Solving**

Knowledge of and ability to implement problem solving techniques that include defining the problem, understanding the problem and who is involved, identifying options, and selecting the appropriate solution.

**Public Relations**

Ability to achieve and maintain a positive, visible community image, assuring that the local board is known within the community.

**Relationship Building**

Able to develop rapport with others and recognize their concerns and feelings; build and maintain long-term associations based on trust and mutual benefit.

**Strategic Planning**

Able to work with the Board and/or others to develop strategic plans that include agreement on the vision, mission, mandate, goals, and values.

**Understanding the System**

Able to understand the underlying political dynamics of work; develop a network of contacts and target specific influential people to reach goals; be aware of significant contributing factors to manage change.

**Visionary**

Able to pursue potential expansion opportunities for the Local Board; champion radically different ideas and be a leader in the marketplace; identify long-term goals and invest appropriate resources as needed; and communicate vision in a way that inspires others.