

# iMentor Leadership Competency Model

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## INTRODUCTION

As iMentor has grown and developed more sophisticated talent management systems, we recognize the value of shared language and tools for teams, managers, and employees to guide individual performance management. The following organization-wide competency model is one tool designed to help us each reflect on and assess our performance, professional development and career trajectory at iMentor.

By establishing a leadership competency model for all staff, iMentor recognizes that leadership is inherent in every role and builds out a trajectory for learning in each domain, from the intern level to the executive level.

## WHAT IS A COMPETENCY MODEL?

A competency model is a tool that organizations use to understand their core needs—the skills, knowledge, behaviors, and abilities that are necessary for people to deliver results. A competency model is more holistic than simply identifying a set of competencies for a role; it identifies what is needed to be successful in the organization as a whole and directly informs how we think about culture. This leadership model is comprised of the following:

### COMPETENCIES

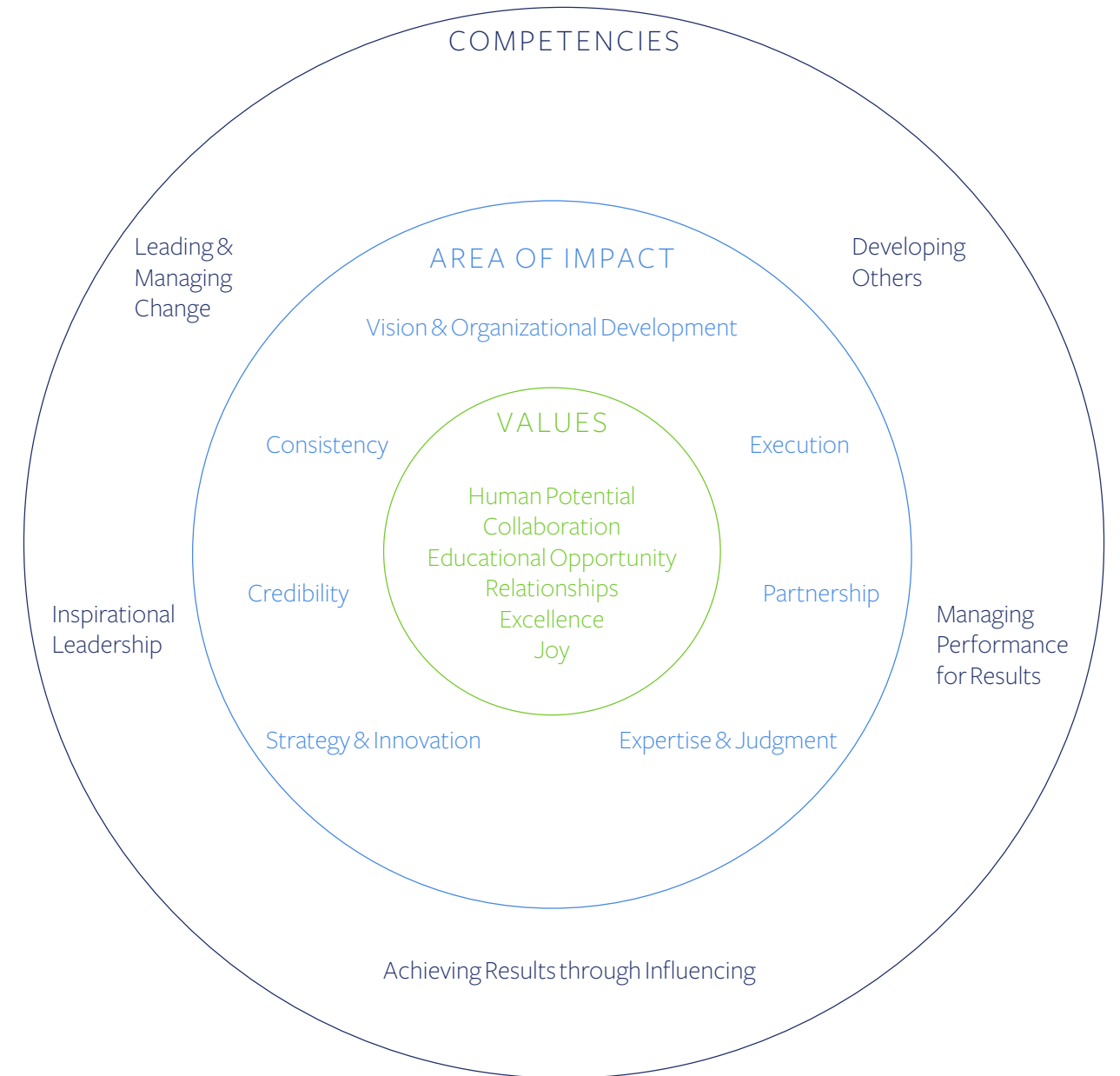
Summarize the measurable or observable abilities critical to successful job performance. Skills & behaviors, within these, outline expectations and developmental opportunities used to identify what success looks like against defined roles within the organization.

### IMPACT AREAS

Provide a lens for setting goals and evaluating performance.

### VALUES

In practice, all of the above elements are informed by and serve to reinforce iMentor's values.



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## HOW DO I NAVIGATE THIS DOCUMENT?

You can review competencies and behaviors in progression horizontally toward career development objectives, as well as vertically to get a snapshot of the expectations of a singular role or title band. The latter can also be understood by reviewing your Leadership Profile.

## WHAT'S IMPORTANT FOR ME TO KNOW?

Staff members are charged with knowing the five leadership competencies and their area of impact. Your Leadership Profile summarizes this. This is your lens for setting and accomplishing goals and evaluating your performance. Please note, staff managers should also know the area of impact for the staff they supervise.

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# Understanding Your Impact

## IMPACT STATEMENTS BY ROLE

Impact	Consistency	Execution	Credibility	Expertise and Judgment	Strategy and Innovation	Partnership	Vision and Organizational Development
About	Provides broad administrative and tactical support with reliability and resourcefulness.	Individual contributor who strives for excellence and delivers results.	Demonstrates character, displays professionalism, and models agility.	Demonstrates expertise, drives, plans and organizes strategy of key departmental initiatives with strong professional judgment.	Thinks strategically, inspires creativity and takes calculated risk to inform departmental and organizational goals.	Collaborates to champion both internal and external initiatives, cultivates and manages talent, and creates the conditions for people to work together to achieve a common goal.	Leads with a national lens, maximizes social impact and bottom line objectives, models iMentor's values and takes ownership in making iMentor a great place to work.
Role	Intern	Coordinator	Manager	Associate Director	Director	Managing Director	Executive Team

### People Manager

Staff managers are accountable for their area of impact, as well as the responsibilities / behaviors listed in this category.

## KEY

If unclear of your area of impact, please see your manager or a member of Talent.

POSITION	EQUIVALENT TITLES
Intern	Research Assistant, Events Intern
Coordinator	Special Assistant
Manager	Special Projects Associate, Recruiter, Instructional Design Specialist
Associate Director	Controller, AD of Community Giving
Director	n/a
Managing Director	n/a
Executive Team	CEO, Executive Director, Chief of Staff
People Manager	Applies to anyone with a direct report(s), including part-time or temporary staff

## COMPETENCY ONE:

# Managing Performance for Results

### ABOUT THIS COMPETENCY

Leaders who manage performance for results set goals, delegate tasks and regularly evaluate performance. They create a sense of ownership by providing clear expectations, enabling decision making at the lowest possible level and providing support and encouragement.

### SKILLS IN THIS COMPETENCY

Goal Setting  
Delegates Tasks & Authority  
Advocates & Supports  
Monitors Performance

# Competency: Managing Performance for Results

## People Manager

ROLES	AREA OF IMPACT	SKILLS & BEHAVIORS			
INTERN	CONSISTENCY	<b>GOAL SETTING:</b> Devises work plans to achieve objectives set by manager.	<b>DELEGATES TASKS &amp; AUTHORITY:</b> Promotes a sense of urgency in terms of getting tasks done.	<b>ADVOCATES &amp; SUPPORTS:</b> Actively engages others to minimize barriers .	<b>MONITORS PERFORMANCE:</b> Reviews own work and identifies where things can be done more efficiently and effectively.
COORDINATOR	EXECUTION	<b>GOAL SETTING:</b> Co-constructs relevant, measurable goals that are within their locus of control.	<b>DELEGATES TASKS &amp; AUTHORITY:</b> Proactively communicates goals and challenges to stakeholders, cultivating shared ownership and empowering others to support tasks and outcome.	<b>ADVOCATES &amp; SUPPORTS:</b> Solicits manager's support in obtaining the information, resources, and training needed to accomplish work effectively.	<b>MONITORS PERFORMANCE:</b> Keeps track of progress against targets or deadlines.
MANAGER	CREDIBILITY	<b>GOAL SETTING:</b> Identifies goals with maximum impact and allocates time and resources accordingly to achieve those goals.	<b>DELEGATES TASKS &amp; AUTHORITY:</b> Communicates clear expectations around project milestones to key stakeholders, engaging them with a sense of urgency to move projects forward.	<b>ADVOCATES &amp; SUPPORTS:</b> Navigates quickly and effectively to overcome obstacles and optimize performance, even when complex and unique circumstances occur.	<b>MONITORS PERFORMANCE:</b> Establishes effective system of check-ins to move the work of key initiatives forward; identifies and implements opportunities for improvement along the way.
ASSOCIATE DIRECTOR	EXPERTISE & JUDGMENT	<b>GOAL SETTING:</b> Works collaboratively with others to set goals that focus on best practices, standards and procedures that achieve a high level of quality, productivity, or service.	<b>DELEGATES TASKS &amp; AUTHORITY:</b> Delegates tasks to others to maximize resources for individual and team effectiveness.	<b>ADVOCATES &amp; SUPPORTS:</b> Seeks to understand support needed to provide advice to others, tailored to the needs of each individual.	<b>MONITORS PERFORMANCE:</b> Establishes a sense of mutual accountability in collaborative work that motivates individuals to do his/her best and exceed goals.
DIRECTOR	STRATEGY & INNOVATION	<b>GOAL SETTING:</b> Brings a longer-range vision to short-term goal setting; informs the department's work and impact over a multi-year period.	<b>DELEGATES TASKS &amp; AUTHORITY:</b> Gives people the latitude to make decisions based on their area of responsibility and level of knowledge and skills.	<b>ADVOCATES &amp; SUPPORTS:</b> Demonstrates an ability to identify underlying performance issues among team members and deliver insightful and actionable feedback.	<b>MONITORS PERFORMANCE:</b> Strategically solicits external or interdepartmental feedback to measure or benchmark performance and continuously improve.
MANAGING DIRECTOR	PARTNERSHIP	<b>GOAL SETTING:</b> Empowers and supports team members in setting inspirational and achievable goals to drive the organization's work and actualize the strategic plan.	<b>DELEGATES TASKS &amp; AUTHORITY:</b> Effectively moves between directive, coaching, supportive and laissez faire leadership styles, Adapts to the competence and confidence level of team members when delegating tasks and authority.	<b>ADVOCATES &amp; SUPPORTS:</b> Identifies and promptly tackles morale problems to enhance others' results and commitment to their work.	<b>MONITORS PERFORMANCE:</b> Assesses progress and performance toward departmental goals by establishing effective team communication and shared accountability.
EXECUTIVE TEAM	VISION & ORGANIZATIONAL DEVELOPMENT	<b>GOAL SETTING:</b> Ensures that goals reflect organizational learning and measures capture growth and quality, taking an objective look at the range of resources and makes decisions based on analysis of current reality and ideal state.	<b>DELEGATES TASKS &amp; AUTHORITY:</b> Delegates the strategic decision-making authority for verticals of work, considering organizational values and structures.	<b>ADVOCATES &amp; SUPPORTS:</b> Creates a culture that celebrates accomplishments, acknowledges contributions and praises others for their achievements.	<b>MONITORS PERFORMANCE:</b> Ensures individuals and/or teams have the capacity, authority and information necessary to fulfill responsibilities; proactively adjusts for long-term role sustainability as needed.

**GOAL SETTING:**  
*Ensures that employees have clear goals and responsibilities; works with employee to set and communicate performance standards that are realistic yet ambitious, specific and measurable.*

**DELEGATES TASKS & AUTHORITY:**  
*Focuses on individuals and/or others achieving results rather than prescribing how the work should be performed .*

**ADVOCATES & SUPPORTS:**  
*Acknowledges accomplishments and contributions, praises others for their achievements. Supports employees in their efforts to achieve job goals (e.g., by providing resources, removing obstacles, acting as a buffer).*

**MONITORS PERFORMANCE:**  
*Celebrates expected results and behaviors. Ensures that performance is evaluated fairly and in adherence with iMentor's policies. Stays informed about employees' progress and performance through both formal methods (e.g., status reports) and informal methods (e.g., management by walking around).*

## COMPETENCY TWO:

# Inspirational Leadership

### ABOUT THIS COMPETENCY

Inspirational leaders articulate a clear vision, champion iMentor's culture, value diversity in the workplace, act with integrity and work for the good of iMentor and its mission. This leader sets the tone; creates and maintains culture; ignites emotion and inspires action from both individuals and teams.

### SKILLS IN THIS COMPETENCY

Articulates a Clear Vision

Champions iMentor's Culture

Acts with Integrity

Values Diversity



# Competency: Inspirational Leadership

## People Manager

CHAMPIONS iMENTOR'S CULTURE:  
*Recognizes and rewards behaviors that advance and support our work. Promotes opportunities for staff to participate in iMentor's unique cultural elements.*

ROLES	AREA OF IMPACT	SKILLS & BEHAVIORS			
INTERN	CONSISTENCY	<p><b>ARTICULATES A CLEAR VISION:</b>                      Expresses thoughts and feelings clearly and thoughtfully.</p>	<p><b>CHAMPIONS iMENTOR'S CULTURE:</b>                      Takes a strengths-based approach, maintains a sense of perspective, and is flexible and adaptable when faced with setbacks.</p>	<p><b>ACTS WITH INTEGRITY:</b>                      Keeps promises and commitments; treats other with respect.</p>	<p><b>VALUES DIVERSITY:</b>                      Is self-aware, actively listens and respects others' perspectives. Values everyone's unique strengths and contributions.</p>
COORDINATOR	EXECUTION	<p><b>ARTICULATES A CLEAR VISION:</b>                      Unifies stakeholders around a precise set of goals linked to time scale, resource considerations, intended to realize the vision and mission.</p>	<p><b>CHAMPIONS iMENTOR'S CULTURE:</b>                      Is a positive force among peers and demonstrates iMentor's values.</p>	<p><b>ACTS WITH INTEGRITY:</b>                      Takes responsibility for own mistakes, modeling open communication and a proactive approach.</p>	<p><b>VALUES DIVERSITY:</b>                      Considers their own identity, culture and background and seeks to learn about others, especially members of the communities we serve. Promotes and shows empathy when working across difference.</p>
MANAGER	CREDIBILITY	<p><b>ARTICULATES A CLEAR VISION:</b>                      Conveys excitement and creates shared ownership of long-term objectives consistent with the values of the organization and expectations of stakeholders.</p>	<p><b>CHAMPIONS iMENTOR'S CULTURE:</b>                      Blends seemingly dissonant values setting high expectations for oneself and others while being empathic and offering levity.</p>	<p><b>ACTS WITH INTEGRITY:</b>                      Demonstrates strong self-awareness over negative feelings/moods and is able to decide how to appropriately and productively respond to strong a feeling.</p>	<p><b>VALUES DIVERSITY:</b>                      Develops trusting relationships with people across the organization based on respect, positive regard, and an appreciation of the whole person. Is authentic, shows compassion and actively creates space for others to be their authentic selves.</p>
ASSOCIATE DIRECTOR	EXPERTISE & JUDGMENT	<p><b>ARTICULATES A CLEAR VISION:</b>                      Within the larger vision, skillfully identifies and articulates facets of the work that can move forward even when the space is undefined or has many moving parts.</p>	<p><b>CHAMPIONS iMENTOR'S CULTURE:</b>                      Seeks to find fun in work activities and makes concrete suggestions for others to model iMentor's values.</p>	<p><b>ACTS WITH INTEGRITY:</b>                      Displays appropriate self-confidence while maintaining humility.</p>	<p><b>VALUES DIVERSITY:</b>                      Is honest about their own shortcomings, exhibits humility and is open to learning from others. Manages discomfort in a positive and effective way. Does not shy away from difficult conversations about equity and holds others accountable to do the same.</p>
DIRECTOR	STRATEGY & INNOVATION	<p><b>ARTICULATES A CLEAR VISION:</b>                      Continuously aligns individuals with the larger goals at hand by bringing strong organizational awareness to conversations; understands the mission, vision and goals, and also the people and processes in pursuit of them.</p>	<p><b>CHAMPIONS iMENTOR'S CULTURE:</b>                      Ensures strategy and services are aligned with core values. Lives the values and maintains his or her ethical principles, even in the most challenging of situations.</p>	<p><b>ACTS WITH INTEGRITY:</b>                      Exercises reflective practice and openly shares insights with others; knows what they don't know and has a strong commitment to engaging others to identifying solutions.</p>	<p><b>VALUES DIVERSITY:</b>                      Champions the organization's stance on equity, advocates for an inclusive culture and is willing to take risks by addressing others to ensure they uphold the same standard. Pushes colleagues to learn and encourages moments of literacy.</p>
MANAGING DIRECTOR	PARTNERSHIP	<p><b>ARTICULATES A CLEAR VISION:</b>                      Multi-dimensional view of desired future and ideal state of the organization; leverages storytelling to communicate bottom line and social impact.</p>	<p><b>CHAMPIONS iMENTOR'S CULTURE:</b>                      Promotes a climate of common purpose that invests staff of all levels in iMentor's work.</p>	<p><b>ACTS WITH INTEGRITY:</b>                      Cultivates and sustains a climate of respect for others' work, resources, and challenges. Exhibits courage in smart risk taking even when his/her position is unpopular.</p>	<p><b>VALUES DIVERSITY:</b>                      Sets the tone for their team, leads through a social justice lens in embracing our mission. Ensures our commitment to diversity and equity is clear to our external stakeholders.</p>
EXECUTIVE TEAM	VISION & ORGANIZATIONAL DEVELOPMENT	<p><b>ARTICULATES A CLEAR VISION:</b>                      Helps build strong organizational image (externally) and identity (internally). Integrates knowledge and feelings of systems and structures, culture and relationships, ensuring two-way communication to convey a vision that is stakeholder-centered and inclusive, imaginative and realizable.</p>	<p><b>CHAMPIONS iMENTOR'S CULTURE:</b>                      Owns the overall vitality of iMentor's values within the organization. Understands when symbolic value is at stake and seeks to be present and involved.</p>	<p><b>ACTS WITH INTEGRITY:</b>                      Refuses to take shortcuts that compromise or appear to compromise ethical principles. Assumes accountability when things go wrong.</p>	<p><b>VALUES DIVERSITY:</b>                      Provides a vision and creates clear goals for our equity work with an eye toward national and regional structures and capacity. Is unambiguous and unwavering about our commitment to doing our work equitably, both internally and externally.</p>



## COMPETENCY THREE:

# Leading & Managing Change

### ABOUT THIS COMPETENCY

In order to ensure change initiatives are implemented effectively, leaders recognize that change is a necessary part of organizational improvement, communicate positively about the change, and work with others to create an environment that supports change.

### SKILLS IN THIS COMPETENCY

Ongoing Communications  
Sees Change as a Process, not Event  
Engages Others

# Competency: Leading and Managing Change

ROLES	AREA OF IMPACT	SKILLS & BEHAVIORS		
INTERN	CONSISTENCY	<p><b>ONGOING COMMUNICATIONS:</b> Provides regular updates and ensures others are kept informed of progress.</p>	<p><b>SEES CHANGE AS A PROCESS, NOT EVENT:</b> Adapts nimbly to changing circumstances; Builds on what is already working well in initiating change.</p>	<p><b>ENGAGES OTHERS:</b> Anticipates challenges, constructively communicates concerns.</p>
COORDINATOR	EXECUTION	<p><b>ONGOING COMMUNICATIONS:</b> Manages up and across appropriately to focus attention on the issues that affect project, process, or team success.</p>	<p><b>SEES CHANGE AS A PROCESS, NOT EVENT:</b> Supports change initiatives, adapting own approach, goals, and methods to achieve solutions and results in dynamic situations.</p>	<p><b>ENGAGES OTHERS:</b> Identifies owners, supervisors, thought partners and people who need to be notified when initiating and implementing changes within the scope of his or her current role.</p>
MANAGER	CREDIBILITY	<p><b>ONGOING COMMUNICATIONS:</b> Speaks positively to others about the reasons for change and provides clarity about the anticipated outcomes, linking them to iMentor’s vision and goals.</p>	<p><b>SEES CHANGE AS A PROCESS, NOT EVENT:</b> Displays comfort with ambiguity and maintains composure, encouraging others to do the same.</p>	<p><b>ENGAGES OTHERS:</b> Recognizes who has authority, and key players who have latent power to implement change.</p>
ASSOCIATE DIRECTOR	EXPERTISE & JUDGMENT	<p><b>ONGOING COMMUNICATIONS:</b> Finds and communicates practical ways to overcome barriers to change.</p>	<p><b>SEES CHANGE AS A PROCESS, NOT EVENT:</b> Recognizes small, early successes. Able to forecast short and long-term potential risks, benefits and unintended consequences of change.</p>	<p><b>ENGAGES OTHERS:</b> Seeks to constructively engage people’s feelings and emotions to inspire buy-in and commitment to the change.</p>
DIRECTOR	STRATEGY & INNOVATION	<p><b>ONGOING COMMUNICATIONS:</b> Champions important change, creating a clear picture of the relevance to department’s work.</p>	<p><b>SEES CHANGE AS A PROCESS, NOT EVENT:</b> Organizes and provides the resources necessary to effectively implement large scale change with a broad understanding of cultural context, resistance and success factors.</p>	<p><b>ENGAGES OTHERS:</b> Proactively blends change initiatives of their department and work to other departments and the overall organizational strategy.</p>
MANAGING DIRECTOR	PARTNERSHIP	<p><b>ONGOING COMMUNICATIONS:</b> Coaches others to devise inclusive change management plans, communicating with stakeholders from pre-contemplation to its roll-out and adoption.</p>	<p><b>SEES CHANGE AS A PROCESS, NOT EVENT:</b> Co-constructs a clear plan of action, bringing in coworkers at various levels to break down components into manageable steps and establish clear processes to ensure effective implementation.</p>	<p><b>ENGAGES OTHERS:</b> Facilitates groups or teams through the problem-solving and creative-thinking processes leading to the development and implementation of new approaches, systems, structures, and methods.</p>
EXECUTIVE TEAM	VISION & ORGANIZATIONAL DEVELOPMENT	<p><b>ONGOING COMMUNICATIONS:</b> Honors, communicates and explains the decision making and change process, even when the decision is unpopular.</p>	<p><b>SEES CHANGE AS A PROCESS, NOT EVENT:</b> Sets an organizational learning curve, incorporating strategies that shape organizational culture to thrive through both guided and unguided change.</p>	<p><b>ENGAGES OTHERS:</b> Communicates the strategic direction in such a way that employees, at all levels, fully understand their role in supporting change; engages direct reports and stakeholders regularly so they understand their importance and their potential contribution.</p>

## COMPETENCY FOUR:

# Achieving Results through Influencing

### ABOUT THIS COMPETENCY

Leaders who are effective influencers gain support and commitment from others by involving a variety of stakeholders in decision making processes and building support through consensus. Effective influencers take in multiple points of view to enhance their original thinking. By using influence rather than formal authority, influencers motivate others to take action. They are effective at establishing rapport and articulating a persuasive case for action.

### SKILLS IN THIS COMPETENCY

Situational/Self-Awareness

Able to Build Rapport and Establish Networks

Able to Build Consensus and be Persuasive

# Competency: Achieving Results through Influencing

ROLES	AREA OF IMPACT	SKILLS & BEHAVIORS		
INTERN	CONSISTENCY	<p><b>SITUATIONAL / SELF-AWARENESS:</b> Readily accepts feedback and modifies behavior accordingly.</p>	<p><b>BUILD RAPPORT AND ESTABLISH NETWORKS:</b> Proactively builds positive rapport with key collaborators.</p>	<p><b>BUILD CONSENSUS AND BE PERSUASIVE:</b> Identifies and communicates shared interests and goals with stakeholders.</p>
COORDINATOR	EXECUTION	<p><b>SITUATIONAL / SELF-AWARENESS:</b> Demonstrates self-awareness around strengths and areas of development.</p>	<p><b>BUILD RAPPORT AND ESTABLISH NETWORKS:</b> Regularly initiates communication to help solve interpersonal/team conflicts and problems.</p>	<p><b>BUILD CONSENSUS AND BE PERSUASIVE:</b> Effectively articulates his/her position and helps others understand the underlying issues and concerns.</p>
MANAGER	CREDIBILITY	<p><b>SITUATIONAL / SELF-AWARENESS:</b> Has a clear understanding of how oneself “shows up” in individual and public settings through verbal and non-verbal communication; modifies accordingly.</p>	<p><b>BUILD RAPPORT AND ESTABLISH NETWORKS:</b> Keeps others informed of issues that affect them; displays a sensitivity to time and confidentiality of information.</p>	<p><b>BUILD CONSENSUS AND BE PERSUASIVE:</b> Provides others with clear reasons for taking action, articulating a positive vision, stressing the benefits and an understanding of potential obstacles.</p>
ASSOCIATE DIRECTOR	EXPERTISE & JUDGMENT	<p><b>SITUATIONAL / SELF-AWARENESS:</b> Spends time analyzing the communication and interpersonal styles of others and actively seeks to present information in a way that best complements these styles.</p>	<p><b>BUILD RAPPORT AND ESTABLISH NETWORKS:</b> Involves key stakeholders (e.g., customers, peers, supervisor) in the development of processes and action plans to ensure the final approach reflects their insights and has their commitment.</p>	<p><b>BUILD CONSENSUS AND BE PERSUASIVE:</b> Summarizes issues/concerns descriptively, rather than critically; clarifies with what or how questions.</p>
DIRECTOR	STRATEGY & INNOVATION	<p><b>SITUATIONAL / SELF-AWARENESS:</b> Frequently uses opportunities to work with others as a tool to impart organizational knowledge and help others succeed. Presents an open and accepting persona that allows even the most reluctant person to express their views.</p>	<p><b>BUILD RAPPORT AND ESTABLISH NETWORKS:</b> Thinks “outside of the box” to identify alternative solutions that meet the needs of all stakeholders (e.g., customers, peers, supervisor).</p>	<p><b>BUILD CONSENSUS AND BE PERSUASIVE:</b> Acknowledges the resistance and fears of others and seeks to proactively find a win-win approach, without undermining the desired outcome.</p>
MANAGING DIRECTOR	PARTNERSHIP	<p><b>SITUATIONAL / SELF-AWARENESS:</b> Detects crucial networks and understands forces at work in the organization, including the guiding values and unspoken rules operating among people.</p>	<p><b>BUILD RAPPORT AND ESTABLISH NETWORKS:</b> Develops and maintains internal and external partnerships with others who can provide information, new perspectives, and support. Leverages personal professional networks and social capital to bring visibility to the organization.</p>	<p><b>BUILD CONSENSUS AND BE PERSUASIVE:</b> Develops and uses subtle strategies to influence others and build consensus, particularly in sensitive or high pressure situations.</p>
EXECUTIVE TEAM	VISION & ORGANIZATIONAL DEVELOPMENT	<p><b>SITUATIONAL / SELF-AWARENESS:</b> Able to take a 360-view of the organization, and doesn’t assume only their knowledge and skills will be sufficient for tomorrow’s challenges. Self-reflective on their positional power. Addresses the unsaid, subscribing to the belief that the fewer non-discussables, the healthier the organization.</p>	<p><b>BUILD RAPPORT AND ESTABLISH NETWORKS:</b> Actively builds credibility for the organization as a program and workplace by articulating the aspirations of the organization, alongside the current outcomes and challenges, using both the head and heart story. Builds relationships with staff members outside immediate scope of work to build trust and gain 360 perspective of the organization.</p>	<p><b>BUILD CONSENSUS AND BE PERSUASIVE:</b> Does not rely on authority to persuade others. Instead, responds to objections by emphasizing the value of the idea and potential of the idea to push the discourse. Engages in mutual problem solving to identify collective support and agreement.</p>

## COMPETENCY FIVE:

# Developing Others

### ABOUT THIS COMPETENCY

Leaders who develop others ensure that individuals are effective at identifying learning opportunities within their work with others. For staff managers, it includes planning effective development activities related to current and future roles to help increase performance, maximize potential, enhance motivation, and contribute to overall organizational effectiveness.

### SKILLS IN THIS COMPETENCY

Belief in Human Potential  
Provides Assessment & Feedback  
Identifies Opportunities



# Competency: Developing Others

## People Manager

ROLES	AREA OF IMPACT	SKILLS & BEHAVIORS		
INTERN	CONSISTENCY	<p><b>BELIEF IN HUMAN POTENTIAL:</b> Demonstrates a growth mindset and belief in the potential to build on one's own and others' talents; looks for better ways to perform routine aspects of a job.</p>	<p><b>PROVIDES ASSESSMENT AND FEEDBACK:</b> Provides timely, specific feedback to others and shares advice and suggestions to help team members be more successful.</p>	<p><b>IDENTIFIES OPPORTUNITIES:</b> Makes full use of iMentor's resources, policies, procedures and systems to support the development of projects and others.</p>
COORDINATOR	EXECUTION	<p><b>BELIEF IN HUMAN POTENTIAL:</b> Actively reflects on their own projects and learning and solicits feedback from others, inspiring colleagues to embrace challenges.</p>	<p><b>PROVIDES ASSESSMENT AND FEEDBACK:</b> Uses on-the-ground experience to give feedback in order to inform systematic changes within the department; shares observations, explains impact of processes, philosophies and/or others' actions on self and others.</p>	<p><b>IDENTIFIES OPPORTUNITIES:</b> Consistently takes available opportunities to transfer his/her knowledge to co-workers in order to support departmental outcomes.</p>
MANAGER	CREDIBILITY	<p><b>BELIEF IN HUMAN POTENTIAL:</b> Encourages others to repeat and build upon areas of strength, and actively dissects areas that may need to be improved in self and others.</p>	<p><b>PROVIDES ASSESSMENT AND FEEDBACK:</b> Navigates difficult conversations with diplomacy, providing positive and constructive behavioral feedback to managers and peers; earnestly highlights successes, linking them to specific actions.</p>	<p><b>IDENTIFIES OPPORTUNITIES:</b> Provides advisors, direction and on-the-job opportunities for observation in order to help others develop and apply newly learned skills.</p>
ASSOCIATE DIRECTOR	EXPERTISE & JUDGMENT	<p><b>BELIEF IN HUMAN POTENTIAL:</b> Shares own skills, knowledge and experience with others, coaching and encouraging team members to learn from one another.</p>	<p><b>PROVIDES ASSESSMENT AND FEEDBACK:</b> Takes time to observe behaviors that contribute to or detract from others' success. Highlights performance strengths and weaknesses by giving direct, factual, non-judgmental feedback.</p>	<p><b>IDENTIFIES OPPORTUNITIES:</b> Works to deepen and refine content/functional expertise and holds formal or informal learning sessions.</p>
DIRECTOR	STRATEGY & INNOVATION	<p><b>BELIEF IN HUMAN POTENTIAL:</b> Actively supports others stretching beyond their comfort levels and trying new techniques that may enhance success. Coaches for incremental, one-step-at-a-time improvements, offering praise and recognition as each step forward is made.</p>	<p><b>PROVIDES ASSESSMENT AND FEEDBACK:</b> Brings an organizational perspective to conversations; encourages individuals to be introspective, draw inferences and reach conclusions.</p>	<p><b>IDENTIFIES OPPORTUNITIES:</b> Continually strives to bring out the best in people by removing barriers to learning and finding creative ways to encourage skill development.</p>
MANAGING DIRECTOR	PARTNERSHIP	<p><b>BELIEF IN HUMAN POTENTIAL:</b> Actively plans for succession within their departments; Models for others to strengthen their coaching skills to drive overall organizational objectives.</p>	<p><b>PROVIDES ASSESSMENT AND FEEDBACK:</b> Directs individuals to focus on the most vital departmental goals to maximize personal success within the department.</p>	<p><b>IDENTIFIES OPPORTUNITIES:</b> Ensures others from different levels in the organization and from different backgrounds have equal opportunity to participate in strategic work and special projects.</p>
EXECUTIVE TEAM	VISION & ORGANIZATIONAL DEVELOPMENT	<p><b>BELIEF IN HUMAN POTENTIAL:</b> Creates a development-focused culture by speaking regularly with people of all levels of the organization about their development plans.</p>	<p><b>PROVIDES ASSESSMENT AND FEEDBACK:</b> Fosters relational trust to facilitate feedback consisting of two-way communication. Creates a work environment of empowerment, self-direction and continuous learning.</p>	<p><b>IDENTIFIES OPPORTUNITIES:</b> Looks for ways to help the team build internal strength and organizational-savvy; clears the path after they have tried and still encountered major resistance.</p>

**BELIEF IN HUMAN POTENTIAL:**  
*Uses coaching techniques to encourage others to reflect on their own performance and career development. Steps back to enable others to take on new opportunities and learn for themselves.*

**PROVIDES ASSESSMENT AND FEEDBACK:**  
*Provides timely performance feedback – praise and constructive criticism. Ensures opportunities are regularly provided to review progress towards the agreed development goals.*

**IDENTIFIES OPPORTUNITIES:**  
*Actively plans to develop potential in others through the use of appropriate methods based on the needs of each individual. Retains high performers through recognition of accomplishments and development/career opportunities.*

# Leadership Profiles

## ABOUT THE PROFILES

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The leadership profile provides a summary of this competency model by your role or title band. You can utilize its parts in the following ways:

### IMPACT AREA:

Provides a lens for goal setting and evaluating your performance.

### COMPETENCIES:

Broadly define the measurable or observable abilities critical to successful job performance.

### SKILLS & BEHAVIORS:

Outline role expectations as it pertains to leadership and may serve as a reference guide for identifying developmental opportunities.

Your leadership profile is a tool for you and your manager to align on what success looks like. We encourage their use beyond formal reviews and processes as a framework to assess performance and growth throughout the year. You are encouraged to reference a variety of profiles in thinking about professional development and career growth for yourself and others.



# Leadership Profile: Intern

## IMPACT: Consistency

Provides broad administrative and tactical support with reliability and resourcefulness.

COMPETENCY	DESCRIPTION	SKILLS & BEHAVIORS			
MANAGING PERFORMANCE FOR RESULTS	Leaders who manage performance for results set goals, delegate tasks and regularly evaluate performance. They create a sense of ownership by providing clear expectations, enabling decision making at the lowest possible level and providing support and encouragement	<b>GOAL SETTING:</b> Devises work plans to achieve objectives set by manager.	<b>DELEGATES TASKS &amp; AUTHORITY:</b> Promotes a sense of urgency in terms of getting tasks done.	<b>ADVOCATES &amp; SUPPORTS:</b> Actively engages others to minimize barriers.	<b>MONITORS PERFORMANCE:</b> Reviews own work and identifies where things can be done more efficiently and effectively.
INSPIRATIONAL LEADERSHIP	Inspirational leaders articulate a clear vision, champion iMentor's culture, value diversity in the workplace, act with integrity and work for the good of iMentor and its mission. This leader sets the tone; creates and maintains culture; ignites emotion and inspires action from both individuals and teams.	<b>ARTICULATES A CLEAR VISION:</b> Expresses thoughts and feelings clearly and thoughtfully.	<b>CHAMPIONS iMENTOR'S CULTURE:</b> Takes a strengths-based approach, maintains a sense of perspective, and is flexible and adaptable when faced with setbacks.	<b>ACTS WITH INTEGRITY:</b> Keeps promises and commitments; treats other with respect.	<b>VALUES DIVERSITY:</b> Is self-aware, actively listens and respects others' perspectives. Values everyone's unique strengths and contributions.
LEADING AND MANAGING CHANGE	In order to ensure change initiatives are implemented effectively, leaders recognize that change is a necessary part of organizational improvement, communicate positively about the change, and work with others to create an environment that supports change.	<b>ONGOING COMMUNICATIONS:</b> Provides regular updates and ensures others are kept informed of progress.	<b>SEES CHANGE AS A PROCESS, NOT EVENT:</b> Adapts nimbly to changing circumstances; Builds on what is already working well in initiating change.	<b>ENGAGES OTHERS:</b> Anticipates challenges, constructively communicates concerns	
ACHIEVING RESULTS THROUGH INFLUENCING	Leaders who are effective influencers gain support and commitment from others by involving a variety of stakeholders in decision making processes and building support through consensus. Effective influencers take in multiple points of view to enhance their original thinking. By using influence rather than formal authority, influencers motivate others to take action. They are effective at establishing rapport and articulating a persuasive case for action.	<b>SITUATIONAL / SELF-AWARENESS:</b> Readily accepts feedback and modifies behavior accordingly.	<b>ABLE TO BUILD RAPPORT AND ESTABLISH NETWORKS:</b> Proactively builds positive rapport with key collaborators.	<b>ABLE TO BUILD CONSENSUS AND BE PERSUASIVE:</b> Identifies and communicates shared interests and goals with stakeholders.	
DEVELOPING OTHERS	Leaders who develop others ensure that individuals are effective at identifying learning opportunities within their work with others. For staff managers, it includes planning effective development activities related to current and future roles to help increase performance, maximize potential, enhance motivation, and contribute to overall organizational effectiveness.	<b>BELIEF IN HUMAN POTENTIAL:</b> Demonstrates a growth mindset and belief in the potential to build on one's own and others' talents; looks for better ways to perform routine aspects of a job.	<b>PROVIDES ASSESSMENT AND FEEDBACK:</b> Provides timely, specific feedback to others and shares advice and suggestions to help team members be more successful.	<b>IDENTIFIES OPPORTUNITIES:</b> Makes full use of iMentor's resources, policies, procedures and systems to support the development of projects and others.	



# Leadership Profile: Coordinator

## IMPACT: Execution

Individual contributor who strives for excellence and delivers results.

COMPETENCY	DESCRIPTION	SKILLS & BEHAVIORS			
MANAGING PERFORMANCE FOR RESULTS	Leaders who manage performance for results set goals, delegate tasks and regularly evaluate performance. They create a sense of ownership by providing clear expectations, enabling decision making at the lowest possible level and providing support and encouragement	<b>GOAL SETTING:</b> Co-constructs relevant, measurable goals that are within their locus of control.	<b>DELEGATES TASKS &amp; AUTHORITY:</b> Proactively communicates goals and challenges to stakeholders, cultivating shared ownership and empowering others to support tasks and outcomes.	<b>ADVOCATES &amp; SUPPORTS:</b> Solicits manager's support in obtaining the information, resources, and training needed to accomplish work effectively.	<b>MONITORS PERFORMANCE:</b> Keeps track of progress against targets or deadlines
INSPIRATIONAL LEADERSHIP	Inspirational leaders articulate a clear vision, champion iMentor's culture, value diversity in the workplace, act with integrity and work for the good of iMentor and its mission. This leader sets the tone; creates and maintains culture; ignites emotion and inspires action from both individuals and teams.	<b>ARTICULATES A CLEAR VISION:</b> Unifies stakeholders around a precise set of goals linked to time scale, resource considerations, intended to realize the vision and mission.	<b>CHAMPIONS iMENTOR'S CULTURE:</b> Is a positive force among peers and demonstrates iMentor's values.	<b>ACTS WITH INTEGRITY:</b> Takes responsibility for own mistakes, modeling open communication and a proactive approach.	<b>VALUES DIVERSITY:</b> Considers their own identity, culture and background and seeks to learn about others, especially members of the communities we serve. Promotes and shows empathy when working across difference.
LEADING AND MANAGING CHANGE	In order to ensure change initiatives are implemented effectively, leaders recognize that change is a necessary part of organizational improvement, communicate positively about the change, and work with others to create an environment that supports change.	<b>ONGOING COMMUNICATIONS:</b> Manages up and across appropriately to focus attention on the issues that affect project, process, or team success.	<b>SEES CHANGE AS A PROCESS, NOT EVENT:</b> Supports change initiatives, adapting own approach, goals, and methods to achieve solutions and results in dynamic situations.	<b>ENGAGES OTHERS:</b> Identifies owners, supervisors, thought partners and people who need to be notified when initiating and implementing changes within the scope of his or her current role.	
ACHIEVING RESULTS THROUGH INFLUENCING	Leaders who are effective influencers gain support and commitment from others by involving a variety of stakeholders in decision making processes and building support through consensus. Effective influencers take in multiple points of view to enhance their original thinking. By using influence rather than formal authority, influencers motivate others to take action. They are effective at establishing rapport and articulating a persuasive case for action.	<b>SITUATIONAL / SELF-AWARENESS:</b> Demonstrates self-awareness around strengths and areas of development.	<b>ABLE TO BUILD RAPPORT AND ESTABLISH NETWORKS:</b> Regularly initiates communication to help solve interpersonal/team conflicts and problems.	<b>ABLE TO BUILD CONSENSUS AND BE PERSUASIVE:</b> Effectively articulates their position and helps others understand the underlying issues and concerns.	
DEVELOPING OTHERS	Leaders who develop others ensure that individuals are effective at identifying learning opportunities within their work with others. For staff managers, it includes planning effective development activities related to current and future roles to help increase performance, maximize potential, enhance motivation, and contribute to overall organizational effectiveness.	<b>BELIEF IN HUMAN POTENTIAL:</b> Actively reflects on their own projects and learning and solicits feedback from others, inspiring colleagues to embrace challenges.	<b>PROVIDES ASSESSMENT AND FEEDBACK:</b> Uses on-the-ground experience to give feedback in order to inform systematic changes within the department; shares observations, explains impact of processes, philosophies and/or others' actions on self and others	<b>IDENTIFIES OPPORTUNITIES:</b> Consistently takes available opportunities to transfer his/her knowledge to co-workers in order to support departmental outcomes.	

# Leadership Profile: Manager

## IMPACT: Credibility

Demonstrates character, displays professionalism, and models agility.

COMPETENCY	DESCRIPTION	SKILLS & BEHAVIORS			
MANAGING PERFORMANCE FOR RESULTS	Leaders who manage performance for results set goals, delegate tasks and regularly evaluate performance. They create a sense of ownership by providing clear expectations, enabling decision making at the lowest possible level and providing support and encouragement	<b>GOAL SETTING:</b> Identifies goals with maximum impact and allocates time and resources accordingly to achieve those goals.	<b>DELEGATES TASKS &amp; AUTHORITY:</b> Communicates clear expectations around project milestones to key stakeholders, engaging them with a sense of urgency to move projects forward.	<b>ADVOCATES &amp; SUPPORTS:</b> Navigates quickly and effectively to overcome obstacles and optimize performance, even when complex and unique circumstances occur.	<b>MONITORS PERFORMANCE:</b> Establishes effective system of check-ins to move the work of key initiatives forward; identifies and implements opportunities for improvement along the way.
INSPIRATIONAL LEADERSHIP	Inspirational leaders articulate a clear vision, champion iMentor's culture, value diversity in the workplace, act with integrity and work for the good of iMentor and its mission. This leader sets the tone; creates and maintains culture; ignites emotion and inspires action from both individuals and teams.	<b>ARTICULATES A CLEAR VISION:</b> Conveys excitement and creates shared ownership of long-term objectives consistent with the values of the organization and expectations of stakeholders.	<b>CHAMPIONS iMENTOR'S CULTURE:</b> Blends seemingly dissonant values setting high expectations for oneself and others while being empathic and offering levity.	<b>ACTS WITH INTEGRITY:</b> Demonstrates strong self-awareness over negative feelings/moods and is able to decide how to appropriately and productively respond to strong a feeling.	<b>VALUES DIVERSITY:</b> Develops trusting relationships with people across the organization based on respect, positive regard, and an appreciation of the whole person. Is authentic, shows compassion and actively creates space for others to be their authentic selves.
LEADING AND MANAGING CHANGE	In order to ensure change initiatives are implemented effectively, leaders recognize that change is a necessary part of organizational improvement, communicate positively about the change, and work with others to create an environment that supports change.	<b>ONGOING COMMUNICATIONS:</b> Speaks positively to others about the reasons for change and provides clarity about the anticipated outcomes, linking them to iMentor's vision and goals.	<b>SEES CHANGE AS A PROCESS, NOT EVENT:</b> Displays comfort with ambiguity and maintains composure, encouraging others to do the same.	<b>ENGAGES OTHERS:</b> Recognizes who has authority, and key players who have latent power to implement change.	
ACHIEVING RESULTS THROUGH INFLUENCING	Leaders who are effective influencers gain support and commitment from others by involving a variety of stakeholders in decision making processes and building support through consensus. Effective influencers take in multiple points of view to enhance their original thinking. By using influence rather than formal authority, influencers motivate others to take action. They are effective at establishing rapport and articulating a persuasive case for action.	<b>SITUATIONAL / SELF-AWARENESS:</b> Has a clear understanding of how oneself "shows up" in individual and public settings through verbal and non-verbal communication; modifies accordingly.	<b>ABLE TO BUILD RAPPORT AND ESTABLISH NETWORKS:</b> Keeps others informed of issues that affect them; displays a sensitivity to time and confidentiality of information.	<b>ABLE TO BUILD CONSENSUS AND BE PERSUASIVE:</b> Provides others with clear reasons for taking action, articulating a positive vision, stressing the benefits and an understanding of potential obstacles.	
DEVELOPING OTHERS	Leaders who develop others ensure that individuals are effective at identifying learning opportunities within their work with others. For staff managers, it includes planning effective development activities related to current and future roles to help increase performance, maximize potential, enhance motivation, and contribute to overall organizational effectiveness.	<b>BELIEF IN HUMAN POTENTIAL:</b> Encourages others to repeat and build upon areas of strength, and actively dissects areas that may need to be improved in self and others.	<b>PROVIDES ASSESSMENT AND FEEDBACK:</b> Navigates difficult conversations with diplomacy, providing positive and constructive behavioral feedback to managers and peers; earnestly highlights successes, linking them to specific actions.	<b>IDENTIFIES OPPORTUNITIES:</b> Provides advisors, direction and on-the-job opportunities for observation in order to help others develop and apply newly learned skills.	

# Leadership Profile: Associate Director

## IMPACT: Expertise & Judgment

Demonstrates expertise, drives, plans and organizes strategy of key departmental initiatives with strong professional judgment.

COMPETENCY	DESCRIPTION	SKILLS & BEHAVIORS			
MANAGING PERFORMANCE FOR RESULTS	Leaders who manage performance for results set goals, delegate tasks and regularly evaluate performance. They create a sense of ownership by providing clear expectations, enabling decision making at the lowest possible level and providing support and encouragement	<b>GOAL SETTING:</b> Works collaboratively with others to set goals that focus on best practices, standards and procedures that achieve a high level of quality, productivity, or service.	<b>DELEGATES TASKS &amp; AUTHORITY:</b> Delegates tasks to others to maximize resources for individual and team effectiveness.	<b>ADVOCATES &amp; SUPPORTS:</b> Seeks to understand support needed to provide advice to others, tailored to the needs of each individual.	<b>MONITORS PERFORMANCE:</b> Establishes a sense of mutual accountability in collaborative work that motivates individuals to do his/her best and exceed goals.
INSPIRATIONAL LEADERSHIP	Inspirational leaders articulate a clear vision, champion iMentor's culture, value diversity in the workplace, act with integrity and work for the good of iMentor and its mission. This leader sets the tone; creates and maintains culture; ignites emotion and inspires action from both individuals and teams.	<b>ARTICULATES A CLEAR VISION:</b> Within the larger vision, skillfully identifies and articulates facets of the work that can move forward even when the space is undefined or has many moving parts.	<b>CHAMPIONS iMENTOR'S CULTURE:</b> Seeks to find fun in work activities and makes concrete suggestions for others to model iMentor's values.	<b>ACTS WITH INTEGRITY:</b> Displays appropriate self-confidence while maintaining humility.	<b>VALUES DIVERSITY:</b> Is honest about their own shortcomings, exhibits humility and is open to learning from others. Manages discomfort in a positive and effective way. Does not shy away from difficult conversations about equity and holds others accountable to do the same.
LEADING AND MANAGING CHANGE	In order to ensure change initiatives are implemented effectively, leaders recognize that change is a necessary part of organizational improvement, communicate positively about the change, and work with others to create an environment that supports change.	<b>ONGOING COMMUNICATIONS:</b> Finds and communicates practical ways to overcome barriers to change.	<b>SEES CHANGE AS A PROCESS, NOT EVENT:</b> Recognizes small, early successes. Able to forecast short and long-term potential risks, benefits and unintended consequences of change.	<b>ENGAGES OTHERS:</b> Seeks to constructively engage people's feelings and emotions to inspire buy-in and commitment to the change.	
ACHIEVING RESULTS THROUGH INFLUENCING	Leaders who are effective influencers gain support and commitment from others by involving a variety of stakeholders in decision making processes and building support through consensus. Effective influencers take in multiple points of view to enhance their original thinking. By using influence rather than formal authority, influencers motivate others to take action. They are effective at establishing rapport and articulating a persuasive case for action.	<b>SITUATIONAL / SELF-AWARENESS:</b> Spends time analyzing the communication and interpersonal styles of others and actively seeks to present information in a way that best complements these styles.	<b>ABLE TO BUILD RAPPORT AND ESTABLISH NETWORKS:</b> Involves key stakeholders (e.g., customers, peers, supervisor) in the development of processes and action plans to ensure the final approach reflects their insights and has their commitment.	<b>ABLE TO BUILD CONSENSUS AND BE PERSUASIVE:</b> Summarizes issues/concerns descriptively, rather than critically; clarifies with what or how questions.	
DEVELOPING OTHERS	Leaders who develop others ensure that individuals are effective at identifying learning opportunities within their work with others. For staff managers, it includes planning effective development activities related to current and future roles to help increase performance, maximize potential, enhance motivation, and contribute to overall organizational effectiveness.	<b>BELIEF IN HUMAN POTENTIAL:</b> Shares own skills, knowledge and experience with others, coaching and encouraging team members to learn from one another.	<b>PROVIDES ASSESSMENT AND FEEDBACK:</b> Takes time to observe behaviors that contribute to or detract from others' success. Highlights performance strengths and weaknesses by giving direct, factual, non-judgmental feedback.	<b>IDENTIFIES OPPORTUNITIES:</b> Works to deepen and refine content/functional expertise and holds formal or informal learning sessions.	

# Leadership Profile: Director

## IMPACT: Strategy & Innovation

Thinks strategically, inspires creativity and takes calculated risk to inform departmental and organizational goals.

COMPETENCY	DESCRIPTION	SKILLS & BEHAVIORS			
MANAGING PERFORMANCE FOR RESULTS	Leaders who manage performance for results set goals, delegate tasks and regularly evaluate performance. They create a sense of ownership by providing clear expectations, enabling decision making at the lowest possible level and providing support and encouragement	<b>GOAL SETTING:</b> Brings a longer-range vision to short-term goal setting; informs the department's work and impact over a multi-year period.	<b>DELEGATES TASKS &amp; AUTHORITY:</b> Gives people the latitude to make decisions based on their area of responsibility and level of knowledge and skills.	<b>ADVOCATES &amp; SUPPORTS:</b> Demonstrates an ability to identify underlying performance issues among team members and deliver insightful and actionable feedback.	<b>MONITORS PERFORMANCE:</b> Strategically solicits external or interdepartmental feedback to measure or benchmark performance and continuously improve.
INSPIRATIONAL LEADERSHIP	Inspirational leaders articulate a clear vision, champion iMentor's culture, value diversity in the workplace, act with integrity and work for the good of iMentor and its mission. This leader sets the tone; creates and maintains culture; ignites emotion and inspires action from both individuals and teams.	<b>ARTICULATES A CLEAR VISION:</b> Continuously aligns individuals with the larger goals at hand by bringing strong organizational awareness to conversations; understands the mission, vision and goals, and also the people and processes in pursuit of them	<b>CHAMPIONS iMENTOR'S CULTURE:</b> Ensures strategy and services are aligned with core values. Lives the values and maintains his or her ethical principles, even in the most challenging of situations.	<b>ACTS WITH INTEGRITY:</b> Exercises reflective practice and openly shares insights with others; knows what they don't know and has a strong commitment to engaging others to identifying solutions.	<b>VALUES DIVERSITY:</b> Champions the organization's stance on equity, advocates for an inclusive culture and is willing to take risks by addressing others to ensure they uphold the same standard. Pushes colleagues to learn and encourages moments of literacy.
LEADING AND MANAGING CHANGE	In order to ensure change initiatives are implemented effectively, leaders recognize that change is a necessary part of organizational improvement, communicate positively about the change, and work with others to create an environment that supports change.	<b>ONGOING COMMUNICATIONS:</b> Champions important change, creating a clear picture of the relevance to department's work.	<b>SEES CHANGE AS A PROCESS, NOT EVENT:</b> Organizes and provides the resources necessary to effectively implement large scale change with a broad understanding of cultural context, resistance and success factors.	<b>ENGAGES OTHERS:</b> Proactively blends change initiatives of their department and work to other departments and the overall organizational strategy.	
ACHIEVING RESULTS THROUGH INFLUENCING	Leaders who are effective influencers gain support and commitment from others by involving a variety of stakeholders in decision making processes and building support through consensus. Effective influencers take in multiple points of view to enhance their original thinking. By using influence rather than formal authority, influencers motivate others to take action. They are effective at establishing rapport and articulating a persuasive case for action.	<b>SITUATIONAL / SELF-AWARENESS:</b> Frequently uses opportunities to work with others as a tool to impart organizational knowledge and help others succeed. Presents an open and accepting persona that allows even the most reluctant person to express his/her views.	<b>ABLE TO BUILD RAPPORT AND ESTABLISH NETWORKS:</b> Thinks "outside of the box" to identify alternative solutions that meet the needs of all stakeholders (e.g., customers, peers, supervisor).	<b>ABLE TO BUILD CONSENSUS AND BE PERSUASIVE:</b> Acknowledges the resistance and fears of others and seeks to proactively find a win-win approach, without undermining the desired outcome	
DEVELOPING OTHERS	Leaders who develop others ensure that individuals are effective at identifying learning opportunities within their work with others. For staff managers, it includes planning effective development activities related to current and future roles to help increase performance, maximize potential, enhance motivation, and contribute to overall organizational effectiveness.	<b>BELIEF IN HUMAN POTENTIAL:</b> Actively supports others stretching beyond their comfort levels and trying new techniques that may enhance success. Coaches for incremental, one-step-at-a-time improvements, offering praise and recognition as each step forward is made.	<b>PROVIDES ASSESSMENT AND FEEDBACK:</b> Brings an organizational perspective to conversations; encourages individuals to be introspective, draw inferences and reach conclusions.	<b>IDENTIFIES OPPORTUNITIES:</b> Continually strives to bring out the best in people by removing barriers to learning and finding creative ways to encourage skill development.	

# Leadership Profile: Managing Director

## IMPACT: Partnership

Collaborates to champion both internal and external initiatives, cultivates and manages talent, and creates the conditions for people to work together to achieve a common goal.

COMPETENCY	DESCRIPTION	SKILLS & BEHAVIORS			
MANAGING PERFORMANCE FOR RESULTS	Leaders who manage performance for results set goals, delegate tasks and regularly evaluate performance. They create a sense of ownership by providing clear expectations, enabling decision making at the lowest possible level and providing support and encouragement	<b>GOAL SETTING:</b> Empowers and supports team members in setting inspirational and achievable goals to drive the organization's work and actualize the strategic plan.	<b>DELEGATES TASKS &amp; AUTHORITY:</b> Effectively moves between directive, coaching, supportive and laissez faire leadership styles, Adapts to the competence and confidence level of team members when delegating tasks and authority.	<b>ADVOCATES &amp; SUPPORTS:</b> Identifies and promptly tackles morale problems to enhance others' results and commitment to their work.	<b>MONITORS PERFORMANCE:</b> Assesses progress and performance toward departmental goals by establishing effective team communication and shared accountability
INSPIRATIONAL LEADERSHIP	Inspirational leaders articulate a clear vision, champion iMentor's culture, value diversity in the workplace, act with integrity and work for the good of iMentor and its mission. This leader sets the tone; creates and maintains culture; ignites emotion and inspires action from both individuals and teams.	<b>ARTICULATES A CLEAR VISION:</b> Multi-dimensional view of desired future and ideal state of the organization; leverages storytelling to communicate bottom line and social impact.	<b>CHAMPIONS iMENTOR'S CULTURE:</b> Promotes a climate of common purpose that invests staff of all levels in iMentor's work.	<b>ACTS WITH INTEGRITY:</b> Cultivates and sustains a climate of respect for others' work, resources, and challenges. Exhibits courage in smart risk taking even when his/her position is unpopular.	<b>VALUES DIVERSITY:</b> Sets the tone for their team, leads through a social justice lens in embracing our mission. Ensures our commitment to diversity and equity is clear to our external stakeholders.
LEADING AND MANAGING CHANGE	In order to ensure change initiatives are implemented effectively, leaders recognize that change is a necessary part of organizational improvement, communicate positively about the change, and work with others to create an environment that supports change.	<b>ONGOING COMMUNICATIONS:</b> Coaches others to devise inclusive change management plans, communicating with stakeholders from pre-contemplation to its roll-out and adoption.	<b>SEES CHANGE AS A PROCESS, NOT EVENT:</b> Co-constructs a clear plan of action, bringing in coworkers at various levels to break down components into manageable steps and establish clear processes to ensure effective implementation.	<b>ENGAGES OTHERS:</b> Facilitates groups or teams through the problem-solving and creative-thinking processes leading to the development and implementation of new approaches, systems, structures, and methods.	
ACHIEVING RESULTS THROUGH INFLUENCING	Leaders who are effective influencers gain support and commitment from others by involving a variety of stakeholders in decision making processes and building support through consensus. Effective influencers take in multiple points of view to enhance their original thinking. By using influence rather than formal authority, influencers motivate others to take action. They are effective at establishing rapport and articulating a persuasive case for action.	<b>SITUATIONAL / SELF-AWARENESS:</b> Detects crucial networks and understands forces at work in the organization, including the guiding values and unspoken rules operating among people.	<b>ABLE TO BUILD RAPPORT AND ESTABLISH NETWORKS:</b> Develops and maintains internal and external partnerships with others who can provide information, new perspectives, and support. Leverages personal professional networks and social capital to bring visibility to the organization.	<b>ABLE TO BUILD CONSENSUS AND BE PERSUASIVE:</b> Develops and uses subtle strategies to influence others and build consensus, particularly in sensitive or high pressure situations.	
DEVELOPING OTHERS	Leaders who develop others ensure that individuals are effective at identifying learning opportunities within their work with others. For staff managers, it includes planning effective development activities related to current and future roles to help increase performance, maximize potential, enhance motivation, and contribute to overall organizational effectiveness.	<b>BELIEF IN HUMAN POTENTIAL:</b> Actively plans for succession within their departments; Models for others to strengthen their coaching skills to drive overall organizational objectives.	<b>PROVIDES ASSESSMENT AND FEEDBACK:</b> Directs individuals to focus on the most vital departmental goals to maximize personal success within the department.	<b>IDENTIFIES OPPORTUNITIES:</b> Ensures others from different levels in the organization and from different backgrounds have equal opportunity to participate in strategic work and special projects.	



# Leadership Profile: Executive Team

## IMPACT: Vision & Organizational Development

Leads with a national lens, maximizes social impact and bottom line objectives, models iMentor's values and takes ownership in making iMentor a great place to work.

COMPETENCY	DESCRIPTION	SKILLS & BEHAVIORS			
MANAGING PERFORMANCE FOR RESULTS	Leaders who manage performance for results set goals, delegate tasks and regularly evaluate performance. They create a sense of ownership by providing clear expectations, enabling decision making at the lowest possible level and providing support and encouragement	<b>GOAL SETTING:</b> Ensures that goals reflect organizational learning and measures capture growth and quality, taking an objective look at the range of resources and makes decisions based on analysis of current reality and ideal state.	<b>DELEGATES TASKS &amp; AUTHORITY:</b> Delegates the strategic decision-making authority for verticals of work, considering organizational values and structures.	<b>ADVOCATES &amp; SUPPORTS:</b> Creates a culture that celebrates accomplishments, acknowledges contributions and praises others for their achievements.	<b>MONITORS PERFORMANCE:</b> Ensures individuals and/or teams have the capacity, authority and information necessary to fulfill responsibilities; proactively adjusts for long-term role sustainability as needed.
INSPIRATIONAL LEADERSHIP	Inspirational leaders articulate a clear vision, champion iMentor's culture, value diversity in the workplace, act with integrity and work for the good of iMentor and its mission. This leader sets the tone; creates and maintains culture; ignites emotion and inspires action from both individuals and teams.	<b>ARTICULATES A CLEAR VISION:</b> Helps build strong organizational image (externally) and identity (internally). Integrates knowledge and feelings of systems and structures, culture and relationships, ensuring two-way communication to convey a vision that is stakeholder-centered and inclusive, imaginative and realizable.	<b>CHAMPIONS iMENTOR'S CULTURE:</b> Owns the overall vitality of iMentor's values within the organization. Understands when symbolic value is at stake and seeks to be present and involved.	<b>ACTS WITH INTEGRITY:</b> Refuses to take shortcuts that compromise or appear to compromise ethical principles. Assumes accountability when things go wrong.	<b>VALUES DIVERSITY:</b> Provides a vision and creates clear goals for our equity work with an eye toward national and regional structures and capacity. Is unambiguous and unwavering about our commitment to doing our work equitably, both internally and externally.
LEADING AND MANAGING CHANGE	In order to ensure change initiatives are implemented effectively, leaders recognize that change is a necessary part of organizational improvement, communicate positively about the change, and work with others to create an environment that supports change.	<b>ONGOING COMMUNICATIONS:</b> Honors, communicates and explains the decision making and change process, even when the decision is unpopular.	<b>SEES CHANGE AS A PROCESS, NOT EVENT:</b> Sets an organizational learning curve, incorporating strategies that shape organizational culture to thrive through both guided and unguided change.	<b>ENGAGES OTHERS:</b> Communicates the strategic direction in such a way that employees, at all levels, fully understand their role in supporting change; engages direct reports and stakeholders regularly so they understand their importance and their potential contribution.	
ACHIEVING RESULTS THROUGH INFLUENCING	Leaders who are effective influencers gain support and commitment from others by involving a variety of stakeholders in decision making processes and building support through consensus. Effective influencers take in multiple points of view to enhance their original thinking. By using influence rather than formal authority, influencers motivate others to take action. They are effective at establishing rapport and articulating a persuasive case for action.	<b>SITUATIONAL/SELF-AWARENESS:</b> Able to take a 360-view of the organization, and doesn't assume only their knowledge and skills will be sufficient for tomorrow's challenges. Self-reflective on their positional power. Addresses the unsaid, subscribing to the belief that the fewer non-discussables, the healthier the organization.	<b>ABLE TO BUILD RAPPORT AND ESTABLISH NETWORKS:</b> Actively builds credibility for the organization as a program and workplace by articulating the aspirations of the organization, alongside the current outcomes and challenges, using both the head and heart story. Builds relationships with staff members outside immediate scope of work to build trust and gain 360 perspective of the organization.	<b>ABLE TO BUILD CONSENSUS AND BE PERSUASIVE:</b> Does not rely on authority to persuade others. Instead, responds to objections by emphasizing the value of the idea and potential of the idea to push the discourse. Engages in mutual problem solving to identify collective support and agreement.	
DEVELOPING OTHERS	Leaders who develop others ensure that individuals are effective at identifying learning opportunities within their work with others. For staff managers, it includes planning effective development activities related to current and future roles to help increase performance, maximize potential, enhance motivation, and contribute to overall organizational effectiveness.	<b>BELIEF IN HUMAN POTENTIAL:</b> Creates a development-focused culture by speaking regularly with people of all levels of the organization about their development plans.	<b>PROVIDES ASSESSMENT AND FEEDBACK:</b> Fosters relational trust to facilitate feedback consisting of two-way communication. Creates a work environment of empowerment, self-direction and continuous learning	<b>IDENTIFIES OPPORTUNITIES:</b> Looks for ways to help the team build internal strength and organizational-savvy; clears the path after they have tried and still encountered major resistance.	

# iMentor Leadership Competency Model