Not-for-Profit Management Competencies

The following list includes an overview of the 44 Not-For-Profit Competencies divided in six competency domains. Each competency is defined below.

**LEADERSHIP**

1. **Vision**
   - Understand the importance of values and vision, and methods and processes for vision development and promotion.
   - Anticipate future needs and developments for the organization.
   - Define a vision with stakeholders and guide individuals and groups towards promoting, sharing, and contributing to the vision.

2. **Working Together**
   - Understand team building techniques and dynamics.
   - Act as a leader or member of a multi-function team, appreciate the value of diversity and use effective communication skills.
   - Build and motivate teams inside and outside the organization, and resolve conflict.

3. **Facilitation & Commitment**
   - Understand practices to facilitate situations and engender commitment.
   - Provide self-direction and self-motivation and demonstrate commitment to members and the organization.
   - Facilitate consensus building and commitment towards the mission and its implementation.

4. **Continuous Learning**
   - Understand self-assessment, mentoring and staff development techniques and practices.
   - Maintain a career management plan and use a mentor.
   - Continually learn and promote the value of learning for self and others.

**MEMBERSHIP SERVICES**

20. **Understanding Members**
21. **Member Relations**
22. **Member Communications**
23. **Recruitment & Retention**
24. **Products & Services**
25. **Quality & Pricing**
26. **Marketing**
27. **Strategy, Standards & Satisfaction**

**STRUCTURE & ENVIRONMENT**

9. **History, Current Status, Trends & Issues**
10. **Governance & Decision Making**
11. **Policy & Bylaws**
12. **Volunteers**
13. **Staffing**

**DIRECTION & STRATEGY**

14. **Strategic Management**
15. **Planning**
16. **Implementation**
17. **Monitoring & Evaluation**
18. **Reporting & Accountability**
19. **Knowledge Management**

**OPERATIONS SUPPORT**

28. **Human Resources**
29. **Systems & Practices**
30. **Technology**
31. **Financial & Management Accounting**
32. **Facilities & Equipment**
33. **Legal & Statutory**
34. **Insurance & Tax**
35. **Communications & External Relations**
36. **Continuous Improvement**
37. **Publications & Information**
38. **Events**
39. **Education**
40. **Advocacy**
41. **Fundraising**
42. **Credentialing**
43. **Other Services**
44. **Strategic Alliances & Partnerships**

**PRODUCTS & SERVICES**

37. **Publications & Information**
38. **Events**
39. **Education**
40. **Advocacy**
41. **Fundraising**
42. **Credentialing**
43. **Other Services**
44. **Strategic Alliances & Partnerships**
5. Conceptual Skills
- Understand decision-making tools and their applications in developing problem-solving strategies using a systems thinking approach.
- Apply strategic integrative analysis to evaluation of products, services and processes.
- Identify and analyze situations and problems so that viable solutions are found; approach tasks and problems so that the total system and strategies are taken into account by self and others.

6. Ethics
- Understand ethical responsibilities and dilemmas.
- Demonstrate adherence to established or desirable ethical standards.
- Set highest standards for self and others, and monitor practice.

7. Innovation & Creativity
- Aware of successful practices to establish innovation and creative environments.
- Implement innovative and creative products, services and practices.
- Create an environment where innovation and creativity are encouraged in the organization and lead by example.

8. Change & Flexibility
- Recognize the stages within the change process and the importance of flexibility and negotiations.
- Anticipate, respond and adapt approach and style to different leadership demands.
- Uses change management processes to benefit the organization and involve key stakeholders.

STRUCTURE & ENVIRONMENT

9. History, Current Status, Trends & Issues
- Understand the purpose, relationships, and value of organization.
- Identify and analyze trends and issues facing organization.
- Recognize the attributes of a high-performance organization.

10. Governance & Decision Making
- Understand the distinction between governance and management and applicable responsibilities for decision-making.
- Provide support to support the model and develop effective and efficient chapter or other multi-level structure relationships.
- Evaluate current governance and decision-making efforts and establish structures, operating processes and accountability to ensure effectiveness.

11. Policy & Bylaws
- Understand how policy, board motions and bylaws are developed and implemented.
- Develop policy options with supporting analysis.
- Identify the need for policy; develop and recommend policy as appropriate.

12. Volunteers
- Understand the role of volunteers, whom and how to recruit, train and recognize.
- Develop orientation and training processes to assist volunteers fulfill their role.
- Establish and work with governance groups to complete and evaluate their work.

13. Staffing
- Understand the role of staff and desirable structures to support organizations.
- Develop practices to attract, retain, evaluate, reward and develop the necessary staff.
- Establish and maintain a staff structure to support organization governance.

DIRECTION & STRATEGY

14. Strategic Management
- Understand the importance of developing and maintaining a strategic management process.
- Establish and maintain a strategic management process.
- Understand the strategic management process to involve key stakeholders in defining the mission and plans as appropriate.
15. Planning
• Understand critical components of the planning process.
• Review an organization’s planning situation and identify opportunities for improvement.
• Assist and guide the organization to establish a vision and mission that is shared by all key stakeholders.

16. Implementation
• Understand methods and impacts when implementing strategy.
• Use standards, performance indicators and policy to support strategy implementation.
• Develop commitment, ownership and timing to reflect resource capability.

17. Monitoring & Evaluation
• Understand the importance of measurement and practices to monitor and evaluate plans and related process.
• Develop effective processes to ensure adequate monitoring and evaluation occurs.
• Use a continuous improvement approach to review and comment on plans.

18. Reporting & Accountability
• Understand the extent and responsibility for reporting to fulfill accountability requirements.
• Develop reporting practices to support accountability.
• Develop and monitor reports to ensure reported accountabilities are linked to the organization strategic direction and governance requirements.

19. Knowledge Management
• Understand the nature and elements of Knowledge Management and its relationship to organizational performance.
• Measure the organization’s efforts to improve Knowledge Management activities.
• Develop recommendations and implement practices to improve Knowledge Management activities.

MEMBERSHIP SERVICES

20. Understanding Members
• Understand the value and methods of getting member information and the need for self-regulation.
• Uses member input to influence decision-making.
• Develop and conduct a member survey to determine needs and wants and standards for self-regulation.

21. Member Relations
• Understand the importance and practices to maintain effective member relations.
• Personally engage in activities to improve member relations.
• Evaluate current member relations efforts and develop, implement and manage a member relations program.

22. Member Communications
• Understand various types of communications and processes used.
• Seek out and listen to messages from members.
• Evaluate current member communications efforts and develop, implement and manage a member communications plan.

23. Recruitment & Retention
• Understand practices used to improve recruitment and retention efforts.
• Recognize member issues and problems.
• Evaluate current recruitment and retention efforts and develop, implement and manage a member recruitment and retention program.

24. Products & Services
• Understand how products and services are approved or abandoned.
• Use a continuous improvement approach to products and services.
• Evaluate current new product development and abandonment efforts and develop criteria that should be part of the decision making process.

25. Quality & Pricing
• Understand the importance of quality in serving members and pricing decisions.
• Apply quality principles and objectives with self and promote them with others.
• Evaluate current quality efforts and pricing practices and recommend a plan for improvement.
26. Marketing
- Understand the importance of marketing and its impact on the organization.
- Make decisions which give due regard to marketing implications.
- Evaluate current marketing efforts and develop, implement and manage a marketing plan.

27. Strategy, Standards & Satisfaction
- Understand the value in linking overall strategy to standards and member satisfaction.
- Monitor and use the links to direct continuous improvements.
- Evaluate efforts to link strategy, standards and satisfaction and recommend a plan for improvement.

OPERATIONS SUPPORT

28. Human Resources
- Understand the strategic human resource management concept and practices necessary to create a productive environment with satisfied participants.
- Sensitive to diversity and support enhancing strategic human resource management.
- Evaluate efforts to create an organization that practices strategic human resource management and identify opportunities for improvement.

29. Systems & Practices
- Understand various operating systems and practices to keep track of members and service their needs.
- Strive to reduce cycle time, improve access, value and quality.
- Evaluate efforts to keep track of members and service practices to meet their needs, through benchmarking identify opportunities for improvement.

30. Technology
- Understand issues, trends, and successful technology applications.
- Use current technology to complete work and make informed decisions.
- Evaluate use of technology and through benchmarking, identify opportunities for improvement.

31. Financial & Management Accounting
- Understand the role and importance of financial and management accounting for an organization.
- Consider the impact on financial resources when making decisions.
- Evaluate financial and management accounting efforts, identify opportunities for improvement.

32. Facilities & Equipment
- Understand successful practices for acquisition and application of facilities and equipment.
- Manage assigned assets efficiently and effectively.
- Evaluate practices for facilities and equipment, through benchmarking, identify opportunities for improvement.

33. Legal & Statutory
- Understand legal and statutory implications for organizations.
- Comply with requirements.
- Evaluate compliance efforts and identify opportunities for improvement.

34. Insurance & Tax
- Understand insurance and tax issues for organizations.
- Comply with requirements and provide for insurance needs.
- Evaluate the tax situation and insurance plans and identify opportunities for improvement.

35. Communications & External Relations
- Understand the importance of external relations and successful practices.
- Serve as an ambassador for the organization.
- Evaluate communications and external relations efforts; through benchmarking develop a plan, implement and manage related activities.
36. Continuous Improvements (Innovation, Creativity & Management Tools)
• Understand the impact of innovation and creativity in making continuous improvement. Also understand what tools are available and when they should be used.
• Subscribe to continuous improvement and seek out innovative approaches and adapt them to the organization’s unique circumstances and requirements.
• Evaluate efforts in the use of various management tools and the impact on innovation, creativity and continuous improvement. Identify how continuous improvement efforts can be enhanced.

PRODUCTS & SERVICES

37. Publications & Information
• Understand how to plan, develop, and manage publications and information.
• Promote publications and information and continuous improvements to meet member needs.
• Evaluate efforts to provide quality, relevant and timely publications and information through benchmarking. Identify opportunities for improvement.

38. Events
• Understand how to plan, develop, and manage a variety of events.
• Promote events and continuous improvements to meet member needs.
• Evaluate efforts to provide quality, relevant and timely events, through benchmarking. Identify opportunities for improvement.

39. Education
• Understand how to plan, develop, and manage education programs.
• Promote education programs and continuous improvements to meet member needs.
• Evaluate efforts to provide quality, relevant and timely education programs, through benchmarking identify opportunities for improvement.

40. Advocacy
• Understand how to plan, develop, and manage advocacy activities.
• Promote advocacy activities and continuous improvements to meet member needs.
• Evaluate efforts to provide quality, relevant and timely advocacy activities, through benchmarking identify opportunities for improvement.

41. Fundraising
• Understand how to plan, develop, and manage fundraising activities.
• Promote fundraising activities and continuous improvements to serve member needs.
• Evaluate efforts to provide quality, relevant and timely fundraising activities, through benchmarking identify opportunities for improvement.

42. Credentialing
• Understand how to plan, develop, and manage credentialing programs.
• Promote credentialing programs and continuous improvements to serve member needs.
• Evaluate efforts to provide quality, relevant and timely credentialing programs, through benchmarking identify opportunities for improvement.

43. Other Services (Standards, Affinity Programs etc.)
• Understand how to plan, develop, and manage a variety of organization products and services.
• Promote products and services and continuous improvement to serve members.
• Evaluate efforts to provide quality, relevant and timely products and services, through benchmarking identify opportunities for improvement.

44. Strategic Alliances & Partnerships
• Understand the importance of alliances and partnerships and how to overcome barriers and reach agreements.
• Promote use of strategic alliances and partnerships as a tool to get results.
• Evaluate efforts to establish and operate strategic alliances and partnerships, through benchmarking identify opportunities for improvements.