

C. LEADERSHIP

Topic	C. 1. Articulate & commit to the organization’s vision; connect vision to goals
Skill Level	Indicators
<p align="center"><i>“Novice”</i> Acquire basic vocabulary and knowledge</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Know how the project contributes to the vision and goals of the agency <input type="checkbox"/> Aware of the community, political and cultural context of the project <input type="checkbox"/> Hold a perspective about the larger vision of the agency’s view of the future <input type="checkbox"/> Know the elements of strategic planning
<p align="center"><i>“Intermediate”</i> Apply skills and knowledge</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Integrate the priorities of the agency into the work of the project <input type="checkbox"/> Create and implement the work within the context of the agency vision <input type="checkbox"/> Incorporate principles of cultural diversity into planning and operations.
<p align="center"><i>“Advanced”</i> Plan, Do, Study, Adapt (PDSA)</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Recognize and marshal resources required for project success <input type="checkbox"/> Anticipate obstacles to project success <input type="checkbox"/> Adapt the project to reflect changing goals within the organization’s vision
<p align="center"><i>“Expert”</i> Apply knowledge in a range of contexts</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Understand the context of the agency within the larger community <input type="checkbox"/> Articulate the role of the agency in addressing community needs <input type="checkbox"/> Think strategically about leveraging assets to benefit community and to create sustainability <input type="checkbox"/> Advocate for the project or agency in various community settings

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Topic	C. 2. Partner, collaborate, work with others & facilitate work groups
Skill Level	Indicators
<p align="center"><i>“Novice”</i> Acquire basic vocabulary and knowledge</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Know the principles of group dynamics <input type="checkbox"/> Understand the principles of adult learning <input type="checkbox"/> Know the basics of meeting management
<p align="center"><i>“Intermediate”</i> Apply skills and knowledge</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Take responsibility and follow through with requests, promises, opportunities <input type="checkbox"/> Run groups, teams, and meetings <input type="checkbox"/> Participate as a resource in working with others <input type="checkbox"/> Share leadership and resources
<p align="center"><i>“Advanced”</i> Plan, Do, Study, Adapt (PDSA)</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Develop a network of peers in the community <input type="checkbox"/> Participate in ad hoc and formal coalitions <input type="checkbox"/> Play a leadership role in community-based work groups
<p align="center"><i>“Expert”</i> Apply knowledge in a range of contexts</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Make presentations and conduct training at meetings and conferences <input type="checkbox"/> Establish strategic alliances within the larger community <input type="checkbox"/> Demonstrate leadership within the field of nonprofit management <input type="checkbox"/> Use appropriate political processes to accomplish project or agency goals

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Topic	C. 3. Empower others
Skill Level	Indicators
<p align="center"><i>“Novice”</i> Structure of Knowledge Base</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Recognize the difference between empowering and abdicating power <input type="checkbox"/> Provide coaching and support while holding others responsible for results <input type="checkbox"/> Able to assert personal experience and point of view <input type="checkbox"/> Know the definitions and implications of disability and cultural competency
<p align="center"><i>“Intermediate”</i> Fluency of Performance</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Value the assets and perspective of community members <input type="checkbox"/> Articulate mutual expectations of project or goal <input type="checkbox"/> Build relationship with other people <input type="checkbox"/> Create an inclusive project environment for people with disabilities that reflects cultural competency
<p align="center"><i>“Advanced”</i> Independence of Performance (PDSA) (Plan, Do, Study, Adapt)</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Analyze goals and objectives in collaboration with community partners <input type="checkbox"/> Demonstrate flexibility in ability to adjust and meet multiple needs and priorities <input type="checkbox"/> Acknowledge and incorporate assets of others <input type="checkbox"/> Provide reasonable accommodations for those with disabilities <input type="checkbox"/> Adapt projects to incorporate cultural diversity and people with disabilities
<p align="center"><i>“Expert”</i> Range of Conditions (Context)</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Open to working in collaboration with others <input type="checkbox"/> Build coalitions and partnerships based on knowledge and experience within the community <input type="checkbox"/> Articulate the value of working with others for mutual community benefit <input type="checkbox"/> Actively engage people from different cultures and those with disabilities in volunteer work and community service

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Topic	C. 4. Convert Needs into Objectives and Action Plans
Skill Level	Indicators
<p align="center"><i>“Novice”</i> Acquire basic vocabulary and knowledge</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Know basic principles of logic models for measuring outcomes <input type="checkbox"/> Know how to develop performance measures
<p align="center"><i>“Intermediate”</i> Apply skills and knowledge</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Develop a work plan (e.g. activity, how accomplished, time line, who’s responsible) <input type="checkbox"/> Identify indicators and create instruments to provide relevant process and outcome data <input type="checkbox"/> Implements the program objectives and action plans
<p align="center"><i>“Advanced”</i> Plan, Do, Study, Adapt (PDSA)</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Collect, aggregate, and analyze the data <input type="checkbox"/> Adjust objectives, action plans, and processes to reflect the results of data analysis <input type="checkbox"/> Implement revised program based on data analysis
<p align="center"><i>“Expert”</i> Apply knowledge in a range of contexts</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Articulate connections, opportunities, and advantages for internal and external partners and program participants.

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Topic	C. 5. Learn, apply, and model the professional principles of volunteer management
Skill Level	Indicators
<p align="center"><i>“Novice”</i> Acquire basic vocabulary and knowledge</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Able to identify professional strengths and weaknesses <input type="checkbox"/> Able to develop a self improvement plan <input type="checkbox"/> Know the formal organizational structure for volunteer management
<p align="center"><i>“Intermediate”</i> Apply skills and knowledge</p>	<ul style="list-style-type: none"> <input type="checkbox"/> <input type="checkbox"/> Participate in relevant professional development in formal and non-formal educational settings <input type="checkbox"/> Incorporate changes resulting from educational programs into volunteer management practices <input type="checkbox"/> Access resources related to volunteer management practices
<p align="center"><i>“Advanced”</i> Plan, Do, Study, Adapt (PDSA)</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Recognize the value of role of volunteer manager <input type="checkbox"/> Develop a professional network and participate with others in promoting the field <input type="checkbox"/> Share best practices developed resulting from experience <input type="checkbox"/> Seek professional credentials that acknowledge their work as volunteer managers
<p align="center"><i>“Expert”</i> Apply knowledge in a range of contexts</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Demonstrate conceptual knowledge of the role of volunteer management within the nonprofit world <input type="checkbox"/> Articulate the importance of the profession of volunteer manager to the agency and the community <input type="checkbox"/> Mentor other volunteer managers <input type="checkbox"/> Advocate for the advancement of the field of volunteer management