GOVERNANCE AND LEADERSHIP

Sets the mission and establishes and monitors strategies necessary for a relevant and thriving Association while empowering, motivating, and fostering a pipeline of diverse leaders.[5]

Competency Theme	Level 1: Foundational	Level 2: Mobilizing and Power Building	Level 3: Agenda Driving
Effectively executes governance and leadership responsibilities	Understands the roles and responsibilities of various leadership positions as well as the specific duties and legal obligations of governance **Training Considerations** Understands the basic governing principles of duty, care and loyalty, the importance of building a diverse leadership team and deepens understanding of the essential elements of governing and leading in non-profit and union environments; and learns how to tap into personal power to exert influence from any position to promote positive change in today's challenging environment	Creates trusting relationships and builds consensus among leaders on governance activities and strategic objectives **Training Considerations** Increases facilitation skills to enable participants to successfully navigate difficult conversations, chair successful meetings, and learn about situational and culturally relevant leadership (emotional intelligence, cultural intelligence, cultural competency, cross-cultural networking); and utilizes current context and contemporary issues that are of greatest importance to today's leaders	Executes, monitors, and adjusts plans, policies, and strategies to accomplish the short- and long- term objectives of the Association **Training Considerations** Understand the levers of influence, the power of servant leadership and importance of succession planning. Understands the basics of strategic action planning; the fundamentals of developing and leading high performing teams that reflect a diverse Association; how to set priorities and make decisions under pressure; and how to course-correct when needed
Establishes and maintains collaborative and effective relationships	Establishes purposeful relationships to foster collaboration **Training Considerations** Understands why relationships are essential for leadership. Learns how to establish purposeful relationships to foster collaboration. Identifies strategies to engage key stakeholders in establishing meaningful, collaborative, and sustainable relationships	Builds and maintains productive internal and external relationships **Training Considerations** Understands the value of building and maintaining productive internal and external relationships	Leverages internal and external relationships to form authentic partnerships and utilizes those partnerships to accomplish strategic objectives **Training Considerations** Learns how to leverage internal and external relationships to accomplish strategic objectives to foster positive systemic change
Advances the organization by internalizing its vision, mission, and core values	Uses the purpose, culture, and history of the organization, as well as education and union trends to influence the direction of work **Training Considerations** Examines the NEA's mission, vision, and core values as they relate to the organization's purpose, culture, and history by exploring key drivers that led to their adaption and modifications based on strategy, leadership, and goal setting	Empowers others and promotes a culture that appeals to the different motivations of members while recognizing the contributions of all **Training Considerations** Understands the local Association's mission, vision, and core values and hones their leadership skills through activities that build mobilizing and power building cultures. Engages successful strategies used to fulfill organizational commitments (e.g., mission, vision, and core values) at the local, state, and national levels; and understands how to use a mission orientation strategy to nurture the talents of a diverse membership in order to work toward a common vision	Implements strategies that utilize the vision, mission, and core values to drive work and culture **Training Considerations** Explores additional strategies to advance long-term organizational goals by setting and focusing on priorities at the local, state, and national levels; examines how successful implementation practices of the Association's mission, vision, and core values have resulted in positive organizational outcomes through agenda driving actions

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Each/All – The intentional inclusion and recognition of every individual and the many cultural identities they navigate (e.g., race, ethnicity, gender sexual orientation, religion, ability and employment job category).
Diverse – Representative of the experiences and cultural identities of individuals and community (e.g., race, ethnicity, gender sexual orientation, religion, ability and employment job category).

Competency Theme	Level 1: Foundational	Level 2: Mobilizing and Power Building	Level 3: Agenda Driving
Sets strategic objectives to guide long-term goals and priorities	Understands the implications of the organization's strategy and priorities as it relates to their own actions and tactics **Training Considerations** Explores how an organization's strategy impact budgeting and their individual actions and tactics. Understands organizational history as well as educational history domestically and abroad, thereby providing a foundation for current events and strategies being employed at various levels of the organization. Engages a SWOT analyses and planning techniques that make up the fundamental elements used to determine strategy; the importance of prioritization and time management for leaders at all levels; and understanding the importance of working at the strategy level versus the tactical level for leaders	Educates others on Association strategies and tactics to advance organizational long-term goals and priorities **Training Considerations** Educates others on Association strategies and tactics to advance organizational long-term goals and priorities. Understands how to: design, execute and communicate strategies; differentiate between strategic thinking and tactical behaviors; and utilize important leadership mental models to better understand and evaluate problems. Explores successful recruitment campaign case studies; relationship building techniques that help leaders build influence and power; and how to build a budget focused on strategy and priorities rather than line-items	Creates value for members by creating and communicating clear and compelling objectives to achieve long-term goals and priorities **Training Considerations** Learns how to create value for members through clear and compelling long term goals and priorities. Explores and understands how to develop organizational mission statements and effectively lead and manage organizational change by building a budget based on their mission and priorities; exploring case studies of transformational leaders and leadership; understanding the importance of generative thinking; and thinking beyond the current and obvious strategies, towards visionary leadership and culture change throughout an organization
Ongoing commitment to personal and organizational culturally relevant leadership development (cultural intelligence, cultural competency, cross-cultural networking)[6]	Identifies own leadership strengths and growth opportunities and works diligently to improve them **Training Considerations** Evaluates where they are as a leader and develops a plan to grow into the leader they want to be. Explores the knowledge, skills and attributes necessary to effectively lead a diverse membership (race, ethnicity, gender, sexual orientation, religion, ability and employment/job category). Examines a variety of leadership styles and explores the various components of what it takes to become the type of leader that people want to follow	Identifies and builds a diverse group of leaders to take on greater roles and responsibilities in the Association **Training Considerations** Evaluates who they are as a leader and continues their path to grow into the leader they want to be. Explores what it takes to help others grow in their capacity as a leader in the Association and understands the importance of identifying, developing and partnering with individuals from diverse backgrounds. Understands the importance of relationships and relationship building techniques in helping oneself and others grow in leadership capacity; and learns ways to use formal and informal pathways to provide opportunities for leadership and assess leadership growth	Develops succession strategies that ensure a successful transition in leadership to sustain the Association's vision over time **Training Considerations** Evaluates who they are as a leader, get feedback from others to inform that assessment as they continue their plan to grow into the leader they want and hone skills to be able to assist others in their plan development and assessment; and understands the importance of aligning individual and organizational goals at the local, state and national levels for enhanced and sustained leadership development and organizational performance

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