

# GOVERNANCE AND LEADERSHIP



Provides strategic leadership to advance the mission and establishes and monitors strategies necessary for a relevant and thriving Association while motivating and fostering a pipeline of diverse leaders.\*

Competency Theme	Level 1: Foundational	Level 2: Mobilizing and Power Building	Level 3: Agenda Driving
<b>Effectively executes governance and leadership responsibilities</b>	<p>Understands the roles and responsibilities of various Association leadership positions as well as the specific duties and legal obligations of governance. Recognizes that individual values have impact on focus in Association work</p> <p><b>Learning Considerations</b> Understands the basic principles of duty, care, and loyalty; understands the essential elements of governing and leading in non-profit and union environments; learns how to tap into personal power to exert influence from any position to promote positive change, even in challenging environments. Understands and can articulate individual values</p>	<p>Creates trusting relationships and builds consensus among leaders on governance activities and strategic objectives. Practices responsible decision-making</p> <p><b>Learning Considerations</b> Understands the importance of and builds a diverse leadership team; increases facilitation skills to engage and teach others how 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); utilizes current context and contemporary issues that are of greatest important to leaders. Learns to employ and communicate decision-making processes</p>	<p>Understands role and responsibilities in creating and acting on the strategic vision of the Association to achieve objectives and goals</p> <p><b>Learning Considerations</b> 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. Strategic plan reflects the values in the Association objectives</p>
<b>Establishes and maintains collaborative and effective relationships</b>	<p>Understands the value of relationships and how to create connections with others. Develops a growth mindset, especially relating to cultural competence</p> <p><b>Learning Considerations</b> Understands why relationships are essential for leadership. Learns how to establish purposeful relationships to foster collaboration. Understands the importance of discovering what matters to members. Engages in ongoing cultural competency training</p>	<p>Builds and maintains productive internal and external relationships. Recognizes that the value of the individual contributes to a stronger collective. Works to expand internalization of cultural competence</p> <p><b>Learning Considerations</b> Engages in relationship-building techniques that help leaders build influence and power. Recognizes the impact microaggressions can have on relationships. Understands the values of building and maintaining productive internal and external relationships. Identifies strategies to engage key stakeholders in establishing meaningful, collaborative, and sustainable relationships</p>	<p>Leverages internal and external relationships to form authentic partnerships and utilizes those partnerships to accomplish strategic objectives. Actively works to create opportunities that empower leaders at all levels of the Association</p> <p><b>Learning Considerations</b> Learns how to leverage internal and external relationships to accomplish strategic objectives to foster positive systemic change</p>
<b>Advances the organization by internalizing its mission, vision, and core values</b>	<p>Uses the purpose, culture, and history of the organization, as well as education and union trends to influence the direction of work</p> <p><b>Learning Considerations</b> 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 adaptation and modifications based on strategy, leadership, and goal setting. Develops an understanding of the three frames of unionism</p>	<p>Engages others and promotes a culture that appeals to the different motivations of members while recognizing the contributions of all</p> <p><b>Learning Considerations</b> Understands the motivations of individual members that lead them to identify with the mission, vision, and values of the Association. Engages in successful strategies to fulfill the organization's purpose at the local, state, and national levels. Understands how to use a mission orientation strategy to harness the leadership skills of diverse membership in order to work toward a common vision</p>	<p>Implements strategies that utilize the mission, vision, and core values to drive work and culture. Engages in systemic change to address historical inequities, systems of oppression, and institutional disparities</p> <p><b>Learning Considerations</b> 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</p>

\* A race equity lens is a transformative approach used to inform and improve planning, decision-making, analysis, actions and resource allocation that leads to more racially equitable and socially just policies, programs and practices.  
 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	<p>Understands the organization's strategic plan and priorities</p> <p><b>Learning Considerations</b> Explores how an organization's strategy impacts budgeting. Understands the Association's history, as well as the history of education, domestically and abroad to provide a foundation for understanding current events and strategies being used at various levels of the Association. Engages in SWOT (strengths, weaknesses, opportunities, and threats) analyses and planning techniques to determine strategy. Practices prioritizing and time management. Understands the difference between working at the strategy level versus the tactical level</p>	<p>Educates others on Association strategies and tactics to advance organization's short-term and long-term goals and priorities</p> <p><b>Learning Considerations</b> Understands how to design, execute and communicate strategies, differentiate between strategic thinking and tactical behaviors, and expand mental model to better understand and evaluate problems. Understands how to build a budget focused on strategy and priorities rather than line-items</p>	<p>Increases the value of the Association for members by creating and communicating a compelling strategy to achieve long-term goals and priorities</p> <p><b>Learning Considerations</b> Explores and understands how to develop organizational mission statements and effectively lead and manage organizational change by building a budget based on the mission and priorities; explores case studies of transformational leaders and leadership. Understands the importance of generative thinking and seeing beyond the current and obvious strategies towards visionary leadership and culture change throughout an organization</p>
Ongoing commitment to personal and organizational culturally relevant leadership development (cultural intelligence, cultural competency, cross-cultural networking)*	<p>Identifies own leadership strengths and growth opportunities and works diligently to improve them. Possesses self-efficacy and knows how to use oneself as an instrument in change</p> <p><b>Learning Considerations</b> Understands the domains in the NEA Leadership Competency Framework. Evaluates where they are as a leader and develops a plan to grow into the leader they want to become. Explores the knowledge, skills, attitudes, and behaviors 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</p>	<p>Identifies and builds a diverse group of leaders to take on greater roles and responsibilities in the Association</p> <p><b>Learning Considerations</b> Helps other leaders develop an awareness of the NEA Leadership Competency Framework. 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 in their careers/professions. 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; learns ways to use formal and informal pathways to provide opportunities for leadership and assess leadership growth</p>	<p>Develops succession strategies that ensure a successful transition in leadership to sustain the Association's vision over time</p> <p><b>Learning Considerations</b> 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. Addresses and removes barriers to leadership and creates formal pathways in the Association to provide development opportunities for a diverse group of leader. Ensures that the NEA Leadership Competency Framework has been formally adopted and integrated into the Association's culture, strategy, and programs</p>

\* A race equity lens is a transformative approach used to inform and improve planning, decision-making, analysis, actions and resource allocation that leads to more racially equitable and socially just policies, programs and practices. 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).