

ENA Foundation Board of Trustees Competencies

COMPETENCY ONE: **Collaboration**

The foundation trustee demonstrates a spirit of teamwork and cooperation. This competency may be demonstrated by the following behaviors:

- Works collaboratively in a group
- Demonstrates skill in consensus building
- Disagrees without being disagreeable
- Relates to a wide range of people and establishes quality relationships and values the contributions of all members of the board of trustees
- Invites, seeks, values and uses feedback
- Ensures one's own emotions and passions do not hinder group relationships and outcomes
- Contributes to the Board of Trustees dialogue
- Maintains objectivity
- Manages conflict effectively

COMPETENCY TWO: **Decision Making**

The foundation trustee seeks information and utilizes that information to make decisions. This competency may be demonstrated by the following behaviors:

- Utilizes performance indicators in decision making
- Demonstrates the ability to see the "big picture"
- Is flexible and willing to change stances when necessary or appropriate
- Sees strengths and weaknesses of the ENA Foundation, and how decisions will impact them
- Recognizes opportunities and threats to the mission and objectives of the ENA Foundation

COMPETENCY THREE: **Strategic Thinking**

The foundation trustee demonstrates commitment to long term success of the foundation. This competency may be demonstrated by the following behaviors:

- Thinks independently, grows in knowledge, and relies on data rather than opinions

- Is goal and future oriented
- Thinks critically, asks questions, and challenges opinions in delicate conversations
- Understands issues from different perspectives
- Understands and processes large amounts of information effectively and efficiently
- Synthesizes multiple viewpoints and incorporates them into sound decisions
- Focuses on the mission of the foundation versus the operational level of issues
- Recognizes wider business and societal changes, particularly in the context of global markets

COMPETENCY FOUR: **Professionalism**

The foundation trustee consistently displays an attitude of integrity and professionalism. This competency may be demonstrated by the following behaviors:

- History of leadership
- Demonstrates Integrity in personal and business dealings
- Demonstrates commitment to the mission, purpose and objectives of the Foundation
- Demonstrates a willingness to act on and remain accountable for Board of Trustee decisions as well as courage to pursue personal convictions.
- Demonstrates emotional intelligence (self-awareness, self-management, social awareness and social skill)
- Is committed to professional growth and improvement

COMPETENCY FIVE: **Business Acumen**

The Foundation trustee demonstrates initiative, ambition, and communication styles that result in positive business outcomes. This competency may be demonstrated by the following behaviors:

- Demonstrates ability to read and interpret financial reports
- Makes informed business decisions
- Prepares for board meetings
- Is able to deliver a clear message
- Articulate thoughts, opinions, rationales and points in a clear, concise and logical manner
- Demonstrates ability to influence and persuade others particularly related to giving

- Ensures strategies, budgets and business plans are compatible with vision and strategy
- Understands legal, accounting and regulatory requirements affecting the foundation
- Understands the terms of foundation endowments, restricted and unrestricted funding sources

COMPETENCY SIX: **Leadership Planning**

The foundation trustee promotes the recruitment and development of others within ENA suited to serve on the Foundation Board of Trustees. This competency may be demonstrated by the following behaviors:

- Recognizes and mentors members with the competencies to serve on the Foundation Board of Trustees
- Sees potential leadership qualities in members
- Maintains a positive influence
- Develops meaningful relationships
- Motivates members to seek leadership roles