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