

Core Competencies

FOR NONPROFIT ORGANIZATIONS



The nonprofit sector is nothing if not resourceful. Programs are often run on shoestring budgets, employees are meant to wear many hats and financial constraints are ever present. Yet the sector attracts incredible talent, dedicated to the meaningful work of driving positive change in society.

It is the impactful work that draws people to follow a career in nonprofit, or to leave more financially lucrative corporate roles for something 'more meaningful'. While motivations for joining a nonprofit may be unique to the sector, we believe that employees' desire for professional growth is universal and that nonprofits can offer a dynamic and sustainable career track. Smaller nonprofits typically do not have the luxury of hiring staff with specialized support skills, such as human resources. These areas are often left to the CEO as most team members are focused on program delivery.

As CEOs of three small-sized organizations, we came together to explore best practices and innovative approaches to talent development with the aim of raising the bar for each of our teams, and sharing our learning with peer organizations. We enlisted the expertise of Emily Woodward from executive search and talent management firm Leathwaite who volunteered her time with us—many hours over six months—to help guide our process. We are forever grateful for Emily's support. We trialed the competency

framework within our organizations for one year and then revised it to how it is set out in this document. We would also like to express our appreciation to Timmy Ho from Macquarie Group for his support in the design of this resource.

This document provides a set of five core competencies that we developed for our teams. Core competencies are a set of knowledge, skills and capabilities that help guide employees to be successful within an organization. The competencies identify specific employee behaviors and are meant to provide clarity on expectations of a position. They play a critical role in the process of reviewing an employee's performance, development and advancement. Where key performance indicators (KPIs) typically outline quantifiable goals for an individual—the 'what' of the work—the competencies offer more of a roadmap on 'how' the work is done. We believe both are important.

This framework was developed with the overall needs, motivations and job bands of nonprofit organizations in mind, particularly small to medium-sized ones. Nonprofits share many of the same attributes and needs as for-profit companies, such as a focus on culture and values, aligning with strategic objectives, meeting financial goals and developing staff. However, the mission-driven nature of nonprofit organizations adds a layer of competency around organizational purpose. This competency also reflects the unique nature of nonprofit employee motivations that often place a higher value on purpose over profit.

We also recognize the unique role of volunteers who comprise a vital part of nonprofit operations. For the purposes of this framework, competencies around managing others relate to directly managing paid staff, as well as the ability to manage volunteers, committee members and board directors. Similarly, when focusing on resources, this relates not only to financial resources, but also how well employees may utilize other available resources, including pro bono support.

The aim in creating these competencies was to enable greater transparency within the performance management process, fostering trust and clarity among employees, managers and organizational leadership. We have found that a key to success in putting the competencies into practice is ensuring that they are clearly communicated by management and understood by employees. In sharing these competencies beyond our teams, we hope to help other organizations develop and retain their talent and to contribute towards strengthening the nonprofit sector overall. We also hope that for emerging professionals in the sector, the framework can offer an inspirational pathway for growth over their career.

We understand that people development is a journey and not a one-size-fits-all approach, so we welcome you to adapt these competencies as needed for your people and organization. We hope they can be a useful tool, not just at the time of annual performance appraisals, but also during recruitment and in everyday feedback among colleagues. This has been a learning journey for us, and one which is ongoing. We welcome feedback about the framework and its application to your team.



Lucinda
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Resolve Foundation

Core Competencies

Strategic Mindset

Capacity to see the bigger picture and connect the dots through planning, taking calculated risks and optimizing resources.

Stakeholder Management

Influencing internal and external parties through relationship management, collaboration and conflict resolution.

Results Focused

Getting things done through effective goal setting, sound decision-making and high-quality delivery, on time and within budget.

People Development

Commitment to nurturing and growing others through direct management, talent development and effective communication.

Mission Driven

Upholding organizational values through ambassadorship, acting as a culture carrier and committed to the organization's mission and work.

Strategic Mindset

Associate	Officer	Manager	Director	C-suite
E M E R G I N G				
<ul style="list-style-type: none"> Recognizes the practical realities required for the organization to function sustainably Aware of resources available related to their role and thoughtful about their deployment Demonstrates an understanding of the context of own contribution to achievement of organizational goals 	<ul style="list-style-type: none"> Sets short-term goals for themselves and is self-directed in ongoing planning of their work Makes decisions based on the resource implications associated with both opportunities and challenges Shows ability to come to a reasoned solution to problems and able to make appropriate contingency plans 	<ul style="list-style-type: none"> Conceptualizes and adapts plans in line with organizational strategy and changing environments Creatively explores and evaluates possibilities to maximize resources for the organization Creates plans which consider and support the organizational whole and considers external risk factors 	<ul style="list-style-type: none"> Respectfully challenges long-held organizational assumptions by presenting well-reasoned proposals and plans Creatively maximizes funding opportunities that come their way, yielding impactful results for the team Agilely revises strategy and proposes new direction in response to external environment, appropriately mitigating risk 	<ul style="list-style-type: none"> Effectively leads, articulates and shares organizational strategy internally and externally Drives holistic and sustainable resource optimization initiatives for the organization in the long term Navigates crises and risk adeptly and challenges underlying assumptions of what can be achieved within the sector as a whole
EXCELLING				
<ul style="list-style-type: none"> Demonstrates critical thinking and judgement when establishing priorities and executing activities Effectively utilizes resources entrusted to them and identifies and raises concerns appropriately Demonstrates curiosity and ability to problem-solve in own role, proactively considering potential options 	<ul style="list-style-type: none"> Translates organizational objectives into clear, ambitious while realistic targets Accountable for the resource implications associated with both opportunities and challenges Demonstrates foresight, anticipating future challenges and opportunities; escalating where appropriate 	<ul style="list-style-type: none"> Able to bring in others and guide them in the planning process, educating them about practical considerations Takes specific steps that successfully result in broadened resources for the organization Understands critical internal and external issues beyond the current year, setting challenging goals that also offset identified risks 	<ul style="list-style-type: none"> Takes a wider view, integrating current and future strategic plans with sound evidence and sector understanding Proactively incorporates future resource opportunities into strategies and makes necessary structural changes to ensure success Able to effectively lead teams through times of crisis and uncertainty with a high degree of independence 	<ul style="list-style-type: none"> Recognized in the sector for their vision on initiatives that drive systems change in the field Identifies and captures previously untapped resources on behalf of organization and sector as a whole Able to inspirationally lead the organization and wider industry through major risk and crisis events

Stakeholder Management

Associate	Officer	Manager	Director	C-suite
E M E R G I N G				
<ul style="list-style-type: none"> Maintains positive relationships with respective internal and external stakeholders Happy to participate as a team member when asked to do so and helpful in their support Accepts that others' opinions may differ from theirs without this interfering in the work 	<ul style="list-style-type: none"> Reaches out to internal and external stakeholders to build relationships of their own volition Creates a collaborative environment and mindful of the impact of their actions on others Shows empathy and does not let emotions get the better of self in the face of conflict and adversity 	<ul style="list-style-type: none"> Understands the value of building up a diverse and wide network and makes efforts to do so. Proactively encourages others they manage to express their opinions and participate in discussions Able to identify and propose some solutions for possible negotiation in the face of differences 	<ul style="list-style-type: none"> Encourages those around them to build their own networks and recognized by others as a strong influencer Acts as role model in relation to teamwork and cross-team collaboration Does not shy away from conflict but acts as mediator between parties to reach consensus 	<ul style="list-style-type: none"> Develops high-level relationships of influence that lead to impactful results for the organization Cultivates an atmosphere of mutual respect and fosters partnerships and meaningful collaboration, both internally and externally Creates 'win-win' situations in the face of high-stakes conflicts that lead to collectively positive outcomes
E X C E L L I N G				
<ul style="list-style-type: none"> Shares information with other parties appropriately without being explicitly asked to do so Demonstrates actions that leverage the power of teamwork to achieve positive results Creates common ground and influence with others despite differences of opinion 	<ul style="list-style-type: none"> Recognizes opportunities to build relationships beyond those specifically articulated to them Understands all of those with interest in each decision and engages each stakeholder appropriately Comfortable and competent in challenging others in a sensitive and constructive manner 	<ul style="list-style-type: none"> Cultivates a strong network of stakeholders that they can readily tap into towards the benefit of the organization Fosters collaboration across a range of different kinds of stakeholders and a variety of settings Resolves conflict in a sensitive, constructive and timely manner, escalating where appropriate 	<ul style="list-style-type: none"> Builds relationships of influence which are recognized by the wider industry Encourages open debate and collaboration as the cultural norm for the successful management of projects Demonstrates strong emotional intelligence in conflict resolution and calm under pressure 	<ul style="list-style-type: none"> Able to lead beyond own sector, creating wider systemic change by leveraging powerful networks Inspires and innovates transformational teamwork that leaves a positive legacy in the organization Acts as diplomat and negotiator in conflicts, building, maintaining and restoring relationships and alliances for the good of the sector

Results Focused

Associate

Officer

Manager

Director

C-suite

EMERGING

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| <ul style="list-style-type: none"> • Sets own daily tasks with a degree of independence. Follows instructions diligently and acts responsively • Demonstrates logical thought processes and readiness to ask for support where appropriate • Expresses determination and focus—eager for results to be achieved in a timely manner | <ul style="list-style-type: none"> • Shows accountability for stated goals by effectively monitoring project execution, plans and processes • Considers options, makes recommendations about project-related decisions • Committed to the highest quality and demonstrates effective time management to achieve results | <ul style="list-style-type: none"> • Clearly sets and articulates project goals, objectives, activities and associated milestones • Able to make sound choices that have project-wide implications • Ensures that projects are delivered on time, in budget and to a high standard | <ul style="list-style-type: none"> • Sets appropriate team goals, considering resources and industry best practice • Demonstrates complex decision-making, considering long-term implications and internal and external factors • Creates systems to improve quality output and increase team productivity and efficiency | <ul style="list-style-type: none"> • Sets clear, strategic goals for the organization that have buy-in and motivate teams to action • Makes sound decisions in the face of uncertainty even with no existing road map to reference • Elevates and optimizes quality of delivery of wider initiatives to break new grounds for the organization |
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EXCELLING

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| <ul style="list-style-type: none"> • Paces and prioritizes workload appropriately and finds ways to continually improve • Makes well-considered decisions, showing awareness of the impact and consequences of decisions • Takes initiative, meets deadlines and consistently demonstrates strong execution | <ul style="list-style-type: none"> • Sets and demonstrates ownership over individual goals in line with organizational targets • Considers options and is comfortable making autonomous decisions where appropriate • Able to deliver set objectives in spite of challenges or unforeseen circumstances | <ul style="list-style-type: none"> • Exemplifies ownership over project goals, and shows accountability when following through • Able to question own assumptions when choosing between different options • Consistently finds and suggests best-in-class solutions to enable improved project performance | <ul style="list-style-type: none"> • Sets and revises complex team goals and encourages ownership among team members • Demonstrates an ability to make both quick decisions and pause to conduct further research where appropriate • Able to evaluate systems and methods for elevating team performance above industry norms | <ul style="list-style-type: none"> • Steers goals that have an impact beyond the organization for systemic change or cross-sector collaboration • Is an effective and inspiring decision-maker in face of unforeseen crisis situations • Ensures high-quality delivery of wider initiatives to support and raise the bar for the sector |
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People Development

Associate	Officer	Manager	Director	C-suite
E M E R G I N G				
<ul style="list-style-type: none"> • Self-aware about own performance • Takes on board constructive feedback with an open mind and adjusts as needed • Communicates clearly with internal and external stakeholders alike 	<ul style="list-style-type: none"> • Provides clear direction when seeking support from other team members • Demonstrates self-awareness of own strengths and areas of development • Exercises discretion and demonstrates a respect for the relevant audience regarding sharing of information 	<ul style="list-style-type: none"> • Holds people accountable for commitments made to ensure quality and success of work • Recognizes their role in nurturing the professional development of those they manage • Communicates long-term direction and works with the team to foster a “we got this” attitude 	<ul style="list-style-type: none"> • Leads by example, influencing team to work resiliently and collaboratively to achieve goals • Provides development opportunities and assigns projects to enhance individual and team strengths • Empowers all team members beyond direct reports through clear and confident communication 	<ul style="list-style-type: none"> • Drives effective performance management for the organization, leveraging internal processes and systems • Continually seeks to improve talent development best practice within organization • Able to inspire, motivate and reassure through effective, transparent and adaptive communication
E X C E L L I N G				
<ul style="list-style-type: none"> • Comfortable asking for help, where appropriate • Strong team player who seeks ways to support others around them • Demonstrates awareness and sensitivity in communication as needed 	<ul style="list-style-type: none"> • Delegates thoughtfully to empower others and free self as needed • Embodies a growth mindset and proactively seeks opportunities for learning • Adapts communication style and messaging according to situation and audience 	<ul style="list-style-type: none"> • Demonstrates emotional and cultural intelligence when managing others, and able to detect and support any performance challenges • Actively seeks and forges new learning and growth opportunities for those they manage • Recognized as a motivational leader of others in the team 	<ul style="list-style-type: none"> • Can effectively bring together and facilitate groups with diverse representation, internally and externally • Cultivates a pipeline of those to be promoted, including clear visibility of areas for development and how the team will function • Builds communication best practice methods and channels for the organization 	<ul style="list-style-type: none"> • Consistently able to bring out the best performance from teams, board, committees and advisors • Cultivates strong leadership pipeline to enable smooth succession planning • Role-models authentic communication styles which are highly regarded by industry peers

Mission Driven

Associate

Officer

Manager

Director

C-suite

EMERGING

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| <ul style="list-style-type: none"> • Able to address general questions about the organization's mission and vision • Demonstrates an open, can-do attitude, and works within the norms of the organization's culture • Shows a clear belief and enthusiasm in the purpose of the organization | <ul style="list-style-type: none"> • Communicates the mission in context of their personal journey through storytelling • Effectively engenders trust, bringing their best self and consistent professionalism • Demonstrates interest and curiosity in the larger work of the organization | <ul style="list-style-type: none"> • Comfortable and capable to assume external speaking opportunities • Upholds organizational values in their decision-making and working methods • Able to discern which opportunities are mission-aligned | <ul style="list-style-type: none"> • Speaks convincingly about the organization in a variety of settings, including improvised situations • Acts as a role model for adhering to organizational values when making complex decisions • Shows creativity and open-mindedness to steer opportunities to be mission-central | <ul style="list-style-type: none"> • Sought out as a public speaker and advocate—able to inspire others to act • Architect and caretaker of organizational culture • Oversees evolution of mission over time, 'captain of mission ship' |
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EXCELLING

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| <ul style="list-style-type: none"> • Effectively communicates organizational vision and mission and their role within it • Consistently reflects organizational values in their work • Mindful of keeping the organizational mission central to own daily work | <ul style="list-style-type: none"> • Able to inspire people outside the organization when speaking about the mission • Positively contributes to cultivating the organizational culture • Ensures that projects they are working on stay mission-aligned | <ul style="list-style-type: none"> • Adept and persuasive when representing the organization to a diverse range of audiences • Demonstrates a learning mindset, instilling organizational values in those they manage • Steers projects strategically to advance mission and avoid mission creep | <ul style="list-style-type: none"> • Regularly speaks on behalf of the organization in public domain, proactively scouting opportunities to promote organization • Actively drives reflections, evolves organizational culture and fosters new norms • Demonstrates courage to make difficult decisions to uphold organization's mission | <ul style="list-style-type: none"> • Recognized as an organizational ambassador; reputation synonymous with stated mission • Instills a positive cultural legacy that transforms organization for years to come • Attuned to links between mission and larger ecosystem and ensures organizational relevance |
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Associate

Strategic Mindset	Stakeholder Management	Results Focused	People Development	Mission Driven
E M E R G I N G				
<ul style="list-style-type: none"> Recognizes the practical realities required for the organization to function sustainably Aware of resources available related to their role and thoughtful about their deployment Demonstrates an understanding of the context of own contribution to achievement of organizational goals 	<ul style="list-style-type: none"> Maintains positive relationships with respective internal and external stakeholders Happy to participate as a team member when asked to do so and helpful in their support Accepts that others' opinions may differ from theirs without this interfering in the work 	<ul style="list-style-type: none"> Sets own daily tasks with a degree of independence. Follows instructions diligently and acts responsively Demonstrates logical thought processes and readiness to ask for support where appropriate Expresses determination and focus—eager for results to be achieved in a timely manner 	<ul style="list-style-type: none"> Self-aware about own performance Takes on board constructive feedback with an open mind and adjusts as needed Communicates clearly with internal and external stakeholders alike 	<ul style="list-style-type: none"> Able to address general questions about the organization's mission and vision Demonstrates an open, can-do attitude, and works within the norms of the organization's culture Shows a clear belief and enthusiasm in the purpose of the organization
E X C E L L I N G				
<ul style="list-style-type: none"> Demonstrates critical thinking and judgement when establishing priorities and executing activities Effectively utilizes resources entrusted to them and identifies and raises concerns appropriately Demonstrates curiosity and ability to problem-solve in own role, proactively considering potential options 	<ul style="list-style-type: none"> Shares information with other parties appropriately without being explicitly asked to do so Demonstrates actions that leverage the power of teamwork to achieve positive results Creates common ground and influence with others despite differences of opinion 	<ul style="list-style-type: none"> Paces and prioritizes workload appropriately and finds ways to continually improve Makes well-considered decisions, showing awareness of the impact and consequences of decisions Takes initiative, meets deadlines and consistently demonstrates strong execution 	<ul style="list-style-type: none"> Comfortable asking for help, where appropriate Strong team player who seeks ways to support others around them Demonstrates awareness and sensitivity in communication as needed 	<ul style="list-style-type: none"> Effectively communicates organizational vision and mission and their role within it Consistently reflects organizational values in their work Mindful of keeping the organizational mission central to own daily work

Officer

Strategic Mindset	Stakeholder Management	Results Focused	People Development	Mission Driven
E M E R G I N G				
<ul style="list-style-type: none"> • Sets short-term goals for themselves and is self-directed in ongoing planning of their work • Makes decisions based on the resource implications associated with both opportunities and challenges • Shows ability to come to a reasoned solution to problems and able to make appropriate contingency plans 	<ul style="list-style-type: none"> • Reaches out to internal and external stakeholders to build relationships of their own volition • Creates a collaborative environment and mindful of the impact of their actions on others • Shows empathy and does not let emotions get the better of self in the face of conflict and adversity 	<ul style="list-style-type: none"> • Shows accountability for stated goals by effectively monitoring project execution, plans and processes • Considers options, makes recommendations about project-related decisions • Committed to the highest quality and demonstrates effective time management to achieve results 	<ul style="list-style-type: none"> • Provides clear direction when seeking support from other team members • Demonstrates self-awareness of own strengths and areas of development • Exercises discretion and demonstrates a respect for the relevant audience regarding sharing of information 	<ul style="list-style-type: none"> • Communicates the mission in context of their personal journey through storytelling • Effectively engenders trust, bringing their best self and consistent professionalism • Demonstrates interest and curiosity in the larger work of the organization
E X C E L L I N G				
<ul style="list-style-type: none"> • Translates organizational objectives into clear, ambitious while realistic targets • Accountable for the resource implications associated with both opportunities and challenges • Demonstrates foresight, anticipating future challenges and opportunities; escalating where appropriate 	<ul style="list-style-type: none"> • Recognizes opportunities to build relationships beyond those specifically articulated to them • Understands all of those with interest in each decision and engages each stakeholder appropriately • Comfortable and competent in challenging others in a sensitive and constructive manner 	<ul style="list-style-type: none"> • Sets and demonstrates ownership over individual goals in line with organizational targets • Considers options and is comfortable making autonomous decisions where appropriate • Able to deliver set objectives despite challenges or unforeseen circumstances 	<ul style="list-style-type: none"> • Delegates thoughtfully to empower others and free self as needed • Embodies a growth mindset and proactively seeks opportunities for learning • Adapts communication style and messaging according to situation and audience 	<ul style="list-style-type: none"> • Able to inspire people outside the organization when speaking about the mission • Positively contributes to cultivating the organizational culture • Ensures that projects they are working on stay mission-aligned

Manager

Strategic Mindset	Stakeholder Management	Results Focused	People Development	Mission Driven
E M E R G I N G				
<ul style="list-style-type: none"> • Conceptualizes and adapts plans in line with organizational strategy and changing environments • Creatively explores and evaluates possibilities to maximize resources for the organization • Creates plans which consider and support the organizational whole and considers external risk factors 	<ul style="list-style-type: none"> • Understands the value of building up a diverse and wide network and makes efforts to do so • Proactively encourages others they manage to express their opinions and participate in discussions • Able to identify and propose some solutions for possible negotiation in the face of differences 	<ul style="list-style-type: none"> • Clearly sets and articulates project goals, objectives, activities and associated milestones • Able to make sound choices that have project-wide implications • Ensures that projects are delivered on time, in budget and to a high standard 	<ul style="list-style-type: none"> • Holds people accountable for commitments made to ensure quality and success of work • Recognizes their role in nurturing the professional development of those they manage • Communicates long-term direction and works with the team to foster a “we got this” attitude 	<ul style="list-style-type: none"> • Comfortable and capable to assume external speaking opportunities • Upholds organizational values in their decision-making and working methods • Able to discern which opportunities are mission-aligned
E X C E L L I N G				
<ul style="list-style-type: none"> • Able to bring in others and guide them in the planning process, educating them about practical considerations • Takes specific steps that successfully result in broadened resources for the organization • Understands critical internal and external issues beyond the current year, setting challenging goals that also offset identified risks 	<ul style="list-style-type: none"> • Cultivates a strong network of stakeholders that they can readily tap into towards the benefit of the organization • Fosters collaboration across a range of different kinds of stakeholders and a variety of settings • Resolves conflict in a sensitive, constructive and timely manner, escalating where appropriate 	<ul style="list-style-type: none"> • Exemplifies ownership over project goals, and shows accountability when following through • Able to question own assumptions when choosing between different options • Consistently finds and suggests best-in-class solutions to enable improved project performance 	<ul style="list-style-type: none"> • Demonstrates emotional and cultural intelligence when managing others, and able to detect and support any performance challenges • Actively seeks and forges new learning and growth opportunities for those they manage • Recognized as a motivational leader of others in the team 	<ul style="list-style-type: none"> • Adept and persuasive when representing the organization to a diverse range of audiences • Demonstrates a learning mindset, instilling organizational values in those they manage • Steers projects strategically to advance mission and avoid mission creep

Director

Strategic Mindset	Stakeholder Management	Results Focused	People Development	Mission Driven
E M E R G I N G				
<ul style="list-style-type: none"> Respectfully challenges long-held organizational assumptions by presenting well-reasoned proposals and plans Creatively maximizes funding opportunities that come their way, yielding impactful results for the team Agilely revises strategy and proposes new direction in response to external environment, appropriately mitigating risk 	<ul style="list-style-type: none"> Encourages those around them to build their own networks and recognized by others as a strong influencer Acts as role model in relation to teamwork and cross-team collaboration Does not shy away from conflict but acts as mediator between parties to reach consensus 	<ul style="list-style-type: none"> Sets appropriate team goals, considering resources and industry best practice Demonstrates complex decision-making, considering long-term implications and internal and external factors Creates systems to improve quality output and increase team productivity and efficiency 	<ul style="list-style-type: none"> Leads by example, influencing team to work resiliently and collaboratively to achieve goals Provides development opportunities and assigns projects to enhance individual and team strengths Empowers all team members beyond direct reports through clear and confident communication 	<ul style="list-style-type: none"> Speaks convincingly about the organization in a variety of settings, including improvised situations Acts as a role model for adhering to organizational values when making complex decisions Shows creativity and open-mindedness to steer opportunities to be mission-central
E X C E L L I N G				
<ul style="list-style-type: none"> Takes a wider view, integrating current and future strategic plans with sound evidence and sector understanding Proactively incorporates future resource opportunities into strategies and makes necessary structural changes to ensure success Able to effectively lead teams through times of crisis and uncertainty with a high degree of independence 	<ul style="list-style-type: none"> Builds relationships of influence which are recognized by the wider industry Encourages open debate and collaboration as the cultural norm for the successful management of projects Demonstrates strong emotional intelligence in conflict resolution and calm under pressure 	<ul style="list-style-type: none"> Sets and revises complex team goals and encourages ownership among team members Demonstrates an ability to make both quick decisions and pause to conduct further research where appropriate Able to evaluate systems and methods for elevating team performance above industry norms 	<ul style="list-style-type: none"> Can effectively bring together and facilitate groups with diverse representation, internally and externally Cultivates a pipeline of those to be promoted, including clear visibility of areas for development and how the team will function Builds communication best practice methods and channels for the organization 	<ul style="list-style-type: none"> Regularly speaks on behalf of the organization in public domain, proactively scouting opportunities to promote organization Actively drives reflections, evolves organizational culture and fosters new norms Demonstrates courage to make difficult decisions to uphold organization's mission

C-Suite

Strategic Mindset	Stakeholder Management	Results Focused	People Development	Mission Driven
E M E R G I N G				
<ul style="list-style-type: none"> Effectively leads, articulates and shares organizational strategy internally and externally Drives holistic and sustainable resource optimization initiatives for the organization in the long term Navigates crises and risk adeptly and challenges underlying assumptions of what can be achieved within the sector as a whole 	<ul style="list-style-type: none"> Develops high-level relationships of influence that lead to impactful results for the organization Cultivates an atmosphere of mutual respect and fosters partnerships and meaningful collaboration, both internally and externally Creates 'win-win' situations in the face of high-stakes conflicts that lead to collectively positive outcomes 	<ul style="list-style-type: none"> Sets clear, strategic goals for the organization that have buy-in and motivate teams to action Makes sound decisions in the face of uncertainty even with no existing road map to reference Elevates and optimizes quality of delivery of wider initiatives to break new grounds for the organization 	<ul style="list-style-type: none"> Drives effective performance management for the organization, leveraging internal processes and systems Continually seeks to improve talent development best practice within organization Able to inspire, motivate and reassure through effective, transparent and adaptive communication 	<ul style="list-style-type: none"> Sought out as a public speaker and advocate—able to inspire others to act Architect and caretaker of organizational culture Oversees evolution of mission over time, 'captain of mission ship'
E X C E L L I N G				
<ul style="list-style-type: none"> Recognized in the sector for their vision on initiatives that drive systems change in the field Identifies and captures previously untapped resources on behalf of organization and sector as a whole Able to inspirationally lead the organization and wider industry through major risk and crisis events 	<ul style="list-style-type: none"> Able to lead beyond own sector, creating wider systemic change by leveraging powerful networks Inspires and innovates transformational teamwork that leaves a positive legacy in the organization Acts as diplomat and negotiator in conflicts, building, maintaining and restoring relationships and alliances for the good of the sector 	<ul style="list-style-type: none"> Steers goals that have an impact beyond the organization for systemic change or cross-sector collaboration Is an effective and inspiring decision-maker in face of unforeseen crisis situations Ensures high-quality delivery of wider initiatives to support and raise the bar for the sector 	<ul style="list-style-type: none"> Consistently able to bring out the best performance from teams, board, committees and advisors Cultivates strong leadership pipeline to enable smooth succession planning Role-models authentic communication styles which are highly regarded by industry peers 	<ul style="list-style-type: none"> Recognized as an organizational ambassador; reputation synonymous with stated mission Instills a positive cultural legacy that transforms organization for years to come Attuned to links between mission and larger ecosystem and ensures organizational relevance

Find us on
LinkedIn



Lucinda Pike

Enrich HK

<https://www.linkedin.com/in/lucindapike>



Sue Toomey

HandsOn Hong Kong

<https://www.linkedin.com/in/sue-fertal-toomey-5813892/>



Victoria Wisniewski Otero

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