Supervisory Core Competencies

I. **Group Dynamics**
   a. Understands how groups interact, strengths and weaknesses of groups, how groups change over time, how groups influence their members, and group productivity.l framework for resolving individual and group conflicts.
   b. Leverages diversity and inclusiveness, understanding that generational, racial, religious, and ethnic factors impact group behavior and when effectively managed, can improve group performance.

   Required Reading:
   The 4 Stages of Psychological Safety

II. **Authentic Communication**
   a. Conveys information clearly, confidently and with the proper tone, facilitating and modeling open communication within the group.
   b. Uses developed communication skills to use listening techniques and nonverbal strategies to improve conversations.
   c. Provides and receives feedback effectively.
   d. Proactively seeks important information from managers and keeps staff informed.
   e. Uses discretion and demonstrates sensitivity to confidential concerns.

   Required Reading:
   The Assertiveness Workbook (pp 83-196)

III. **Managing Conflict**
   a. Anticipates, mitigates and constructively resolves conflicts and disagreements.
   b. Identifies and capitalizes on instances where conflict can lead to positive change.
   c. Understands conflict styles and theory
   d. Holds staff accountable for preventing and resolving internal conflicts.

   Required Reading:
   Nonviolent Communication, Marshall Rosenberg (ALL)

IV. **Mentoring & Monitoring**
   a. Promotes ongoing development of staff and encourages staff to take responsibility for their own development and supports them in doing so.
   b. Provides a psychologically safe space for staff members to address work challenges, performance issues and individual concerns.
   c. Supports staff members in identifying strengths to build on and areas for improvement.
   d. Defines results-oriented performance expectations for each staff member, communicates them clearly, and measures individual performance against them.
   e. Ensures that performance expectations are verifiable, achievable, easily understood by staff members and are linked to programmatic goals.
   f. Holds staff accountable for meeting performance expectations and acknowledges the contributions of high performers.

   Recommended Reading:
   Self as Coach Self as Leader

V. **Staff Engagement**
   a. Monitors staff engagement levels, taking proactive measures when signs of disengagement occur.
   b. Develops exercises and activities that promote team cohesion.
   c. Supports staff members in identifying and integrating motivators and individual goals into role and performance expectations when possible.
   d. Anticipates and addresses the range of reactions that typically occur when change is introduced. Models positive behaviors that help staff maintain focus and continue to be productive during change.
   e. Understands change management strategies to ensure successful transitions with minimum disruption to team's performance and morale.

   Recommended Reading:
   Help them Grow or watch them go PDF (56-128)

VI. **Time Management**
   a. Understands effective time management in relationship to achieving goals.
   b. Demonstrates ability to effectively prioritize tasks and responsibilities.
   c. Sets clear and understandable goals for staff members.
   d. Incorporates and models self-care strategies for self and staff members.

   Suggested Reading:
   7 Habits of Highly Effective People (pp 73-191)

VII. **Mindful Leadership**
   a. Focuses on the long-term view, not just expedient solutions.
   b. Understands and encourages staff to understand the inter-relationships of the program's major activities, services and goals.
   c. Helps staff understand the context of their work and how it relates to the work of others.
   d. Proactively seeks programmatic and organizational information to ensure alignment of activities, expectations and objectives of the group.
   e. Encourages and supports leadership development in staff members.
   f. Continuously strengthens emotional intelligence, including intra-personal awareness, interpersonal skills, relationship-building, empathy and self-reflection.
   g. Demonstrates compassion for others and self.
   h. Understands and models integrity and honesty through the promotion of mutual trust and respect. Demonstrates and fosters high ethical standards and treats others fairly and ethically.

Suggested Reading:
[Seven Practices of a Mindful Leader](#)