

Chief Professional Officer Leadership Model

Future Focus - Thinking Beyond the Walls and Partnering Beyond the Walls	Relationship Development - Cultivating Connections and Building Public Trust	Business Results - Raising and Managing the Money	Organization Capability and Impact - Setting Direction and Finding/Developing Talent	Personal Effectiveness - Demonstrating Critical Traits
<p>Strategic Thinking</p> <ul style="list-style-type: none"> ▪ Pushes to find new ways of partnering ▪ Thinks creatively to bring new or additional value to the community <ul style="list-style-type: none"> ▪ Anticipates potential partnering opportunities that could create impact 	<p>Board Effectiveness</p> <ul style="list-style-type: none"> ▪ Works with the Board as a partner and collaborator ▪ Works actively to show appreciation for contributions made by the Board ▪ Translates growth objectives into real impact on children ▪ Builds and maintains an effective Board 	<p>“Outcome Focus”</p> <ul style="list-style-type: none"> ▪ Effectively manages growth and long-term sustainability ▪ Grows capacity to raise money in tandem with expansion ▪ Strives to meet donor expectations for outcome evidence 	<p>Compelling Vision</p> <ul style="list-style-type: none"> ▪ Creates and shares a compelling vision for making a difference in the lives of youths and communities ▪ Develops organizational support for the direction and priorities of the BGCA Movement ▪ Inspires others to higher levels of aspiration and performance 	<p>Passionate Communication</p> <ul style="list-style-type: none"> ▪ Tells a compelling story of how the Club impacts members that is tailored to the needs/interests of others ▪ Ensures that the BGCA Movement’s core values and beliefs are integral to the organization’s culture ▪ Demonstrates passion for the Movement and Mission
<p>Partnering Astuteness</p> <ul style="list-style-type: none"> ▪ Manages the complex sets of partnerships and relationships effectively ▪ Shows confidence/excitement in knitting together diverse interests ▪ Demonstrates diplomacy in dealing with multiple bosses+ and stakeholders 	<p>Community Engagement</p> <ul style="list-style-type: none"> ▪ Articulates the BGCA Movement’s mission to the community and shows how it comes alive in key impact areas ▪ Continually finds new ways to engage the community ▪ Builds credibility and respect with diverse sets of people in the community 	<p>Funding Savvy</p> <ul style="list-style-type: none"> ▪ Creates effective strategies to deal with competition from other non-profits ▪ Creates effective strategies to deal with complex grant processes ▪ Acts proactively to secure availability and reliability of funding sources ▪ Finds nontraditional forms of generating revenue 	<p>Strong Leadership Teams</p> <ul style="list-style-type: none"> ▪ Understands personal shortcomings and surrounds self with complementary strengths ▪ Delegates effectively to staff to accomplish goals of the organization <ul style="list-style-type: none"> ▪ Uses involvement, participation, and collaboration to make decisions as appropriate 	<p>Tenacity and Persistence</p> <ul style="list-style-type: none"> ▪ Demonstrates a sense of urgency based on understanding of needs ▪ Finds a way to get things done despite setbacks ▪ Demonstrates desire and willingness to learn from experiences ▪ Accept and embrace change
<p>Diverse Perspective</p> <ul style="list-style-type: none"> ▪ Builds an inclusive environment within the club that celebrates diversity ▪ Demonstrates ability to leverage individual and cultural diversity ▪ Actively promotes ways to develop children into engaged, caring citizens of their community and the world 	<p>Image Building</p> <ul style="list-style-type: none"> ▪ Expresses genuine enthusiasm for the core beliefs of the BGCA Movement ▪ Builds a strong reputation based on quality, safety, and consistency of programs ▪ Generates goodwill with stakeholders through actions that engender trust 	<p>Execution and Accountability</p> <ul style="list-style-type: none"> ▪ Translates strategies into plans that can be effectively executed ▪ Ensures that the key impact elements for effective youth development are implemented in the Clubs ▪ Establishes accountabilities and metric systems for his/her organization ▪ Puts systems and processes in place to ensure organization effectiveness and efficiency 	<p>Staffing for High Performance</p> <ul style="list-style-type: none"> ▪ Consistently recruits talented people ▪ Consistently retains talented people ▪ Continually assesses staffing requirements based on organization needs ▪ Shapes the culture and reward system to energize talent in support of the Mission 	<p>Character</p> <ul style="list-style-type: none"> ▪ Has high integrity and acts as a role model <ul style="list-style-type: none"> ▪ Puts interests of the organization above all else ▪ Maintains energy and commitment over time