



Core Competencies

Business First Mindset – Understands the broad organizational environment within which Girl Scouts operates. This includes the ability to objectively identify, analyze and evaluate information for strategic planning, implementation, and management, along with successful short-term and long-term outcomes. Ensures staff at all levels are grounded in the personal growth and business trends that shape the work to ensure a positive return on investment.

- A. **Specialist:** Understands the movement and brings a personal growth perspective to all aspects of the work. Focuses on customer service and continuously improves workflow and procedures within scope. Is curious about the way they can contribute to organization business success.
- B. **Manager:** Manages work within their area and contributes to success through understanding the impact of their position. Directs the work of others and contributes to strategy. Consistently suggests improvements to workflow and results.
- C. **Director:** Directs the work of their function and defines strategy for their area. With other directors is accountable for data and strategy input for planning. Identifies areas for improvement. Is aware of community trends and professional developments that contributes to success. Integrates the work to serve other business functions. Focuses on improvement in processes and technology to achieve results.
- D. **C-Suite:** Directs the development of a business mindset within the organization at all levels. Identifies strategic priorities and community trends. Understands and leads the management of the organization including staffing, Board relations and financing. Leads the focus on staff development and maximization of resources at all levels. Represents the business strategy and needs of the organization to the community. Accountable for creating and nurturing the business first mindset at all levels of the organization.

Communicator – Demonstrates the knowledge of cultural differences in communication styles and their application in the effective preparation presentation and listening skills vital to relate to others in an informed and considerate manner while sharing information, oral, written, and nonverbal.

- A. **Specialist:** Clearly communicates procedures and requirements to customers with a sensitivity to cultural dynamics and understanding. Assures other departments are aware of and provided with data to do their work successfully. Understands the organization’s mission and applies it to their daily work and interactions with team and customers.
- B. **Manager:** Assures the management of critical information from their function to the organization is thorough and complete. Clearly identifies priorities for staff in communication. Delivers feedback to others on performance and coaches on areas for improvement clearly and professionally.
- C. **Director:** Facilitates communication systems within the organization for problem solving and process improvement within their function. Strategically directs information flow to all departments for decision making and strategic planning. Clearly communicates department direction and goals. Understands the role of their function in organization success and coaches all staff in that area. Interviews job candidates for positions within their function.



- D. **C-Suite:** Clearly directs information flow within the organization. Assures all staff have the necessary information and knowledge of strategy and mission to do their work successfully. Administers and directs external communication with the community and Board to assure all audiences are informed.

Is accountable for cultural sensitivities to communication in all formats and messaging. Directs and manages the emergency communication plan and strategy of the council.

Critical Thinker – Actively and skillfully conceptualizes, applies, analyzes, synthesizes, and evaluates information from multiple perspectives with ability to create solutions without pre-set bias.

- A. **Specialist:** Uses critical thinking skills in their everyday work to determine solutions, methods and decisions that are cost effective and attend to the customer’s needs. Identify and evaluate information gained to determine action and plan without pre-set bias. Be open to an outcome rather than attached to a preset methodology based on tradition and long-standing practice.
- B. **Manager:** Uses critical thinking skills to lead complex projects in area of expertise. Develop critical thinking approaches in areas of responsibility and encourage staff learning in critical thinking. Enhance knowledge and development of skills within organizational guidelines and functional area with a bias to creative problem solving and solutions.
- C. **Director:** Directs the conceptualization of material that is applied, analyzed, synthesized, and evaluated from multiple perspectives. Sustains a work environment of creating solutions without pre-set bias in area of expertise. Establishes clear lines of decision making within the function. Determines cost effective solutions through creative approaches to issues and concerns.
- D. **C-Suite:** Conceptualizes, analyzes, and collaborates with team building throughout the Council including board, staff, volunteers, members, and community relations. Leads the creation of strategic solutions from multiple perspectives without pre-set bias. Establishes clear lines of decision making within the council leadership. Maximizes use of resources through creative solutions and thinking leadership. Open to outcomes that are determined through unique and creative approaches

Customer Centric – Understands the customer and focuses on serving each through relationship-building, active listening and developing solutions that most effectively meet customer and organizational needs.

- A. **Specialist:** Supports the organization’s mission and focus on the customer and applies it to their daily work. Interacts with other team members in a professional manner. Clearly communicates to customers with a sensitivity to cultural dynamics and understanding. Assures other departments are aware of any customer communication that impacts workflow. Listens to customer’s needs and helps to identify solutions to communication issues.
- B. **Manager:** Clearly identifies priorities for staff in communication. Delivers feedback to others on performance and coaches on areas for improvement clearly and professionally. Listens to customers ‘concerns and takes action to solve issues. Reviews department communications for clarity and complexity.
- C. **Director:** Designs and facilitates communication systems within the organization to ensure optimal customer service to all customers, both internal and external. Understands the role of their function in organization success and assures information flows for results across departments. Delivers constructive



feedback to others on performance and coaches on areas for improvement clearly and professionally. Models active listening in working with other departments on their concerns and needs. Strategically plans subject matter communications to reduce complexity and increase understanding of issues and direction.

- D. **C-Suite:** Clearly directs information flow within the organization. Assures all staff have the necessary information and knowledge of strategy and mission to do their work successfully. Direct external communication with the community and Board to assure all audiences are informed. Is accountable for cultural sensitivities to communication in all formats and messaging. Assures the Council has a functional emergency strategic communication plan and train staff and Board in response protocols.

Digital, Virtual and Technical Proficiency – Successfully utilizes digital, virtual, and technical tools with minimal instruction. Retains knowledge learned. Identifies and explains workarounds for customers without digital access.

- A. **Specialist:** Works with council systems to serve clients and troubleshoots issues with customers without digital access within their job function. Provides accurate reporting through correct posting and recording of data. Interprets digital requirements related to their area directly to clients and customers. Can use technology tools within their job function successfully and accurately to achieve results.
- B. **Manager:** Manages systems that support council projects and programs. Provide accurate data for decision making and strategic planning within their job function. Supervises staff use of technology and assures they are trained in digital work tools. Is personally motivated in improve technology knowledge and proficiency.
- C. **Director:** Directs the use of technology within their function successfully. Provides strategic information

relative to their department through use of digital programs and technology. Assures staff are proficient in use of systems.

- D. **C-Suite:** With the executive team, provides enterprise integrated solutions to technology needs and requirements. Accountable for accuracy of financial reporting provided through technology. Strategically plans for future needs in technology that support long- and short-term council goals. Maximizes return on technology investment through staff training and integration of systems. programs and goals. Directs accurate strategic budget reporting systems and support as needed to the Board through data and reporting.

Financial Acumen – Understands the drivers of growth, profitability, cash flow and the critical interdependencies across functions. Incorporates a knowledge of financial planning for council projects. Analyzes the long-term and short-term consequences of these decisions.

- A. **Specialist:** Understands basic accounting principles and organizes work transactions to maximize use of Council resources. Understands financial reports and the basics of the council's finances. Seeks job improvements to improve efficiency and reduce complexity within their job function. Understands the use of resources within a not for profit and accepts the stewardship of the community funds given to achieve goals within assigned job duties.



- B. **Manager:** Manages work within their function within budget and time allotments. Seeks continuous improvement in workflow and results to maximize return on investments. Applies technology successfully to workflow to achieve cost effective results. Coaches staff in budget understanding and overall council budget and financial procedures.
- C. **Director:** Creates systems and procedures within their function that support the financial strategy and health of the council. Supports council strategy and strategic initiatives through systems that capture project funding within their function. Directs the department procedures to achieve financial budget goals and strategy. Seeks funding for projects where appropriate. Is knowledge of the overall Council financial systems, budgets, and strategy to assure success and stewardship of community and council funding.
- D. **C-Suite:** Oversees the financial systems and strategic investment strategy of the council. Can analyze

consequences of decision making and assures the preparation of financial data for decision making. Relates to outside funding sources as to stewardship of funds. Develops with the Board strategic financial plans, both short and long term.

Leadership and Stewardship – Motivates people to lead by example, to act towards achieving a common goal. Inspires others to reach beyond themselves as each ensures success in fulfilling the strategic goals of the organization.

- A. **Specialist:** Understands the mission and applies that understanding to everyday work. Leads from the desk with good stewardship of resources managed. Is motivated to reach beyond themselves to fulfill the Council strategic goals and mission. Approaches all work functions as an opportunity for servant leadership.
- B. **Manager:** Motivates staff and peers through commitment to the mission and teamwork. Communicates department goals clearly and inspires others to achieve results.
- C. **Director:** Directs function through servant leadership approaches. Collaborates with peers to achieve results successfully. Inspires others through thorough decision making and work habits. Listens for

solutions and encourages positive performance through communication, feedback, and management. Strategically plans for the future and assures skills are developed to provide council services successfully as part of the executive team and as the leader of a function.

- D. **C-Suite:** Bridges and connects community, board of directors (policy influencing) and operational aspects of Council as a visionary leader. Builds trusting relationships through collaboration and team building as a servant leader. Directs the focus that enhances organizational mission and community relationships through direction towards a common team goal. Constantly evaluates results and improves systems through adjusting and measuring outcomes. Looks to the future as a visionary in all they do to lead the council.

Learning and Innovation – Envisions possibilities as a life-long learner to inspire others to explore organizational complexity and growth through teamwork, innovation, collaboration, and commitment to the Girl Scout movement. Focuses on the future through critical analysis of past successes, explores, determines, and implements with decision-making teams.



- A. **Specialist:** Demonstrates effective skills and knowledge in the delivery of the mission through a learner’s approach to work. Innovates approaches to workflow through suggestions of solutions to issues and focus on outcomes.
- B. **Manager:** Applies on going learning and innovation to all aspects of program development and function delivery. Seeks best practices through consistent innovation and teamwork. Applies new methodologies to solutions.
- C. **Director:** Leads their function through innovation and critical analysis. Promotes effective practices that best serve the needs of the Council and collaborates with decision-making teams to ensure creative solutions and future success in all areas of the organization.
- D. **C-Suite:** Models and leads in an environment of lifelong learning, innovation, and inclusion in all aspects of the Work. Creatively approaches collaborative learning among board, staff, volunteers, girls, and community members in the growth and maximization of all council resources. Creative and curious about new ideas, skills and approaches to management and life.

Relational Intelligence – Demonstrates a combination of emotional and ethical intelligence that involves the ability to be aware of and understand one’s own and others’ emotions values, interests, and demands; to discern them; to critically reflect on them; and to use this information to guide one’s action and behavior with respect in all aspects.

- A. **Specialist:** Facilitates work in their function through the ability to understand unique factors pertinent to each community and its interests. Treats each customer with respect and empathy.
- B. **Manager:** Demonstrates ability to lead projects within the Council focusing on positive outcomes. Approaches all work and staff leadership within the function with professionalism and active listening. Understands the dynamics of the organization and manages that effectively with a focus on results through positive relationships Demonstrates a personal commitment to individual growth and organizational understanding.
- C. **Director:** Leads through teamwork with CEO, Board of Directors, membership, and community involvement as all work together provide an environment of expertise, confidence, and belief in the Movement. Manages their function successfully and provides strategic thought leadership and planning.
- D. **C-Suite:** Enhances the emotional Intelligence of staff and council Interactions by modeling the behaviors necessary. Addresses overall concerns through training and systems enhancement that assure positive and productive work relationships.

Social Justice and Inclusion (DEI) – Incorporates social justice and inclusion into everyday business practices and values and advocates for the rights and well-being of socially disadvantaged or devalued people. Works to recognize and address unconscious bias in Council programs, as it supports free and open expression of ideas and beliefs without inflecting bias. Demonstrates an openness to change, self-evaluation and self-transcendence.

Applies to categories: A, B, C, D – All levels and all positions are accountable for incorporating social justice and inclusion practices into everyday business and actions. Each member whether volunteer, staff or girl must work to identify unconscious bias and support free and open expression of ideas and beliefs within the Council and its



programs and decision making. Every member must demonstrate an openness to change, self-evaluation and self-transcendence.