

# The Salvation Army Manager and Leader Framework

PERSONAL EFFECTIVENESS			RELATIONAL EFFECTIVENESS			MISSIONAL EFFECTIVENESS		
Personal Formation	Communicating and Influencing	Making Decisions	Developing People	Providing Purpose and Direction	Building Relationships and Networks	Managing Resource and Risk	Envisioning, Innovating and Leading Change	Achieving Results
<p><b>Self-awareness and resilience</b> seeking feedback, increasing mindfulness, developing our personal wellbeing</p>	<p><b>Living out and leading from our values</b> consistently modelling values, building trust, acting ethically with integrity and mutual accountability</p>	<p><b>Drivers and motivations</b> understanding my personal impact on decision making and culture</p>	<p><b>Wellbeing practice and pastoral responsibilities</b> facilitating safety, wellbeing and resilience referring where appropriate</p>	<p><b>Servant leadership</b> prioritising serving, facilitating, empowering others and the mission, though transparency, humility, grace, trust, and authenticity</p>	<p><b>Deepening relationships and networking skills</b> sharing knowledge and good practice, including all stakeholders we serve, for the flourishing of people and mission</p>	<p><b>Healthy environments</b> that are psychologically/trauma informed, contributing to health, safety and resilience of provision</p>	<p><b>Innovation</b> facilitating boldness in risk taking, creativity, communicating and supporting appropriately</p>	<p><b>People focused service</b> seeking justice and reconciliation, responding to issues and concerns, loving others as the way of fulfilling our mission</p>
<p><b>Personal impact</b> understanding the impact on others of our use of power and influence</p>	<p><b>Appreciating diversity and having critical openness</b> respectfully listening to, understanding, valuing, and working with the perspective of others</p>	<p><b>Knowing my role</b> being responsible and being accountable to the mission priorities</p>	<p><b>Overseeing people</b> giving support, supervision, resource, managing expectations, creating opportunities for learning and development, offering mutual accountability</p>	<p><b>Setting direction and clarifying expectations</b> holding together and aligning our purpose and practice with our goals and objectives, in appropriate and attainable ways</p>	<p><b>Facilitating belonging</b> creating a culture of inclusion, fulfilling my responsibility to welcome and serve others without discrimination</p>	<p><b>Managing safety/risk</b> ensuring safe mission, safeguarding, and other statutory requirements are met, supporting an honourable reputation</p>	<p><b>Decide and plan</b> in alignment with The Salvation Army's vision, mission priorities and values, capturing in mission journal/department strategy to review and add accountability</p>	<p><b>Strategic thinking</b> with a broad, long term, big picture view, planning for emerging internal and external issues, also responsive to more immediate changing situations</p>
<p><b>Lifelong learning</b> through welcoming developmental feedback and using reflective practice, contributing to self-awareness, personal growth and development</p>	<p><b>Influencing and negotiating</b> sharing perspectives with humility and integrity mindful not to domineer</p>	<p><b>Decision making and personal reflection</b> with confidence and ownership, through consideration of broad perspectives, informed through analysing data</p>	<p><b>Learning and development</b> creating opportunities for all, primarily through a coaching or mentoring approach, facilitating shared learning through building teams</p>	<p><b>Navigate socio-political environments</b> showing understanding of trends and issues to ensure relevance and ability to serve engagingly</p>	<p><b>Collaborating</b> across missional contexts, being aware of all stakeholders, creating partnerships and synergy, valuing the contribution of others</p>	<p><b>Governance</b> applying systems and processes, regularly reviewed and revised, based on values, which ensures the purpose, effectiveness, supervision, culture and accountability of The Salvation Army</p>	<p><b>Leading change</b> developing facilitation skills with groups to enhance engagement and enquiry. Communicating and managing change processes</p>	<p><b>Implement decisions</b> planning outcomes and timeframes to drive delivery, taking ownership and responsibility for results</p>
<p><b>Adaptability and time management</b> managing self, existing and evolving situations</p>	<p><b>Communicating effectively</b> using a broad range of appropriate formats</p>	<p><b>Developing listening practices</b> to enhance our understanding and ability to listen, informing decision making</p>	<p><b>Developing people and talent management</b> investing in talent, valuing potential and diversity, identifying and developing potential leaders, succession planning</p>	<p><b>Creating culture</b> that honours the Kingdom of God, contributing to life in all its fullness, based on our mission priorities, values, valuing people principles, where the faith journeys of people are respected and nurtured</p>	<p><b>Mediation and conflict resolution</b> with competence and confidence, graciously handling difficult conversations and situations</p>	<p><b>Responsible stewardship</b> in line with care for creation, for what and who God has generously entrusted me with, including people, administration, finances, property, resources, and technology</p>	<p><b>Reflective practice and continuous improvement</b> through evidence-based evaluation, assessment of programme and practices, measure and analyse results, and share lessons learned</p>	<p><b>Acknowledging results</b> appreciating and celebrating people, events, and projects</p>

