

# The Salvation Army Manager and Leader Competency 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 Resources and Risk	Innovating and Leading Change	Achieving Results
<p><b>Personal impact and self-awareness</b> understanding the impact on others of our use of power and influence</p>	<p><b>Leading from our values</b> consistently modelling values, building trust, acting ethically with integrity and mutual accountability</p>	<p><b>Decision making</b> with awareness and confidence</p>	<p><b>Wellbeing practice and pastoral responsibilities</b> committing to providing pastoral care and facilitating safety, wellbeing and resilience</p>	<p><b>Servant leadership</b> demonstrated through values-based behaviours, prioritising the serving of others</p>	<p><b>Belonging, equality, diversity and inclusion</b> creating healthy, safe environments that are psychologically informed, and serve others without discrimination, modelling justice and reconciliation</p>	<p><b>Managing safety/risk</b> ensuring safe mission, safeguarding, and other statutory requirements are met</p>	<p><b>Innovation</b> facilitating boldness in risk taking and creativity</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>Lifelong learning</b> through welcoming developmental feedback and using reflective practice, contributing to personal growth</p>	<p><b>Influence and critical openness</b> respectfully working with the perspectives of other people, being non-judgemental</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, and mutual accountability</p>	<p><b>Setting direction and clarifying expectations</b> holding together and aligning our vision, mission, and values with our goals and objectives</p>	<p><b>Collaborating, networking, and engagement</b> creating partnerships and synergy, sharing knowledge and good practice increasing missional impact</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>Decide, plan, and implement</b> taking responsibility for results, recording in missional journal/department strategies to aid review and 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>Managing self</b> developing personal wellbeing and resilience, adapting within 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>Learning, development and talent investment</b> creating opportunities for all, valuing potential, succession planning</p>	<p><b>Navigating socio-political environments</b> showing understanding of trends and issues to ensure relevance and ability to serve engagingly</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 all I am entrusted with, including people, administration, finances, property, resources, and technology</p>	<p><b>Leading change</b> developing facilitation skills with groups to enhance engagement and enquiry. Communicating and managing change processes</p>	<p><b>Reflective practice, and continuous improvement, acknowledging results</b> through evidenced based evaluation, sharing lessons learned, recognising and appreciating people</p>