**EXERCISE**

Identify a few competencies for each section,

|  |  |  |  |
| --- | --- | --- | --- |
| **Leadership** | **Management** | **Strategy** | **Field** |
|  |  |  |  |

**Organizational Assessment**

**What competencies do you currently have across the whole system (organization-wide)?**

Use this process for assessing your current talent—board, staff, volunteers and potentially other key relationships and partnerships—against the core competencies needed for organizational success.

Given the competencies you’ve identified as core to your organization’s success, how prevalent are they in your organization *overall*; where do they reside?

Consider your organization as a whole system, including board, staff, volunteers and other external partners. Assess the degree of prevalence in each of the four areas. Examples from CompassPoint are in *italics* at the beginning of each section.

Identify the prevalence of each leadership competency you identified above using this scale.

\*STAR\* priorities areas:

 1 = None/Extremely low 2 = Low 3 = Medium 4 = High

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| **EXAMPLE****Competencies** | **You/ED** | **Board** | **Senior Staff** | **Mid Staff** | **Entry Staff** | **Other/ Externals** | **Where prevalence most needed?** **STAR priority need areas** |
| Ex: Coaching | *2* | *1* | *3* | *1* | *1* | *4* | *No priority needs at this time. Heavy use of affiliates for coaching programs alleviates urgency.* |
| Ex: Governance | *2\** | *3\** | *1\** | *1* | *1* | *1* | *Board and senior staff priority, others “nice to have”**Sr. staff highest priority.* |
| Ex: Financial Literacy | *3* | *2* | *4* | *1\** | *1\** | *1* | *Want base-line across the entire staff and board.**Entry level and mid-level are priorities.* |
| Ex: Competitive/Market analysis | *3\** | *2\** | *2* | *2* | *1* | *2* | *ED and board are priorities.* |

*The number one resource for a great social sector organization is having enough of the right people willing to commit themselves to mission. The right people can often attract money,*

*but money by itself can never attract the right people. Money is a commodity, talent is not.*

*-- Jim Collins, Good to Great and the Social Sectors*

**EXERCISE**

Write-in 4-6 core competencies and assess yourself now (return to complete later).

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| **Competencies** | **You/ED** | **Board** | **Senior Staff** | **Mid Staff** | **Entry Staff** | **Other/ Externals** | **Where prevalence most needed?** **STAR priority need areas** |
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