ITNS Board Leadership Competencies

1. **Knowledge of the Association:** Having and using knowledge of systems, situations, pressures, and culture inside the organization to identify potential organizational problems and opportunities; perceiving the impact of decisions on other components of the organization through
   - Understanding and using organizational policies and systems to solve problems
   - Anticipating impact of actions on other groups

2. **Developing, Communicating, and Sustaining a Vision:** Creating and achieving a desired future state (vision) through influence on organizational values, individual and group goals, reinforcements, and systems by
   - Defining a desired future state
   - Communicating direction with enthusiasm
   - Gaining commitment to vision and values

3. **Integrity/Responsibility/Accountability:** Maintaining and promoting social, ethical, and organizational norms in conducting internal and external business activities by
   - Sharing complete and accurate information
   - Maintaining confidentiality
   - Adhering to policies and regulations
   - Meeting personal commitments and promises
   - Setting high performance standards

4. **Negotiation:** Effectively exploring alternatives and positions to reach outcomes that gain all parties' support and acceptance by
   - Exploring other's needs, concerns, and positions
   - Keeping discussions issue-oriented
   - Seeking win-win solutions

5. **Communication:** Expressing ideas effectively in individual and group situations (including nonverbal communication) adjusting language or terminology to the characteristics and needs of the audience through
   - Expressing thoughts clearly
   - Soliciting ideas, suggestions, and opinions from others
   - Listening to all points of view with an open mind

6. **Teamwork:** Working effectively with team or workgroups or those outside formal lines of authority to accomplish organizational goals; taking action that respect the needs and contributions of others; contributing to and accepting consensus by

- Exchanging ideas freely
- Supporting group decisions
- Putting group goals ahead of individual goals

7. **Leadership and Motivating Others:** Using appropriate interpersonal styles and methods to inspire and guide individuals toward goal achievement; modifying behavior to accommodate tasks, situations, and individuals though
   - Focusing on situation, not the person
   - Asking for and gaining commitment to action
   - Mutually agreeing on accomplishments

8. **Innovation:** Generating creating solutions to work situations; trying different and novel ways to deal with organizational issues and opportunities by
   - Approaching job with imagination and originality
   - Generating novel solutions
   - Suggesting new ways to apply existing knowledge

9. **Judgement/Problem Solving:** Committing to an action after developing alternative courses of action that are based on logical assumptions and factual information; taking into consideration resources, constraints, and organizational value in all decisions by
   - Considering alternatives
   - Considering all pertinent facts
   - Weighing pros and cons or impact of alternatives