A. LEAD SELF: Self Awareness			
Self-motivated leaders... *Are aware of their own assumptions, values, principles, strengths and limitations*			
Frontline Leaders	**Mid-Level**	**Senior**	**Executive**
1. Demonstrates understanding of own role and responsibilities in the organization	1. Demonstrates an understanding of own leadership style	1. Demonstrates awareness of the impact of their behaviour on others	1. Is a champion and role model of The Salvation Army's core values – hope, service, dignity and stewardship
2. Demonstrates awareness of own strengths and limitations	2. Handles themselves in a clear and calm manner that puts others at ease	2. Comprises their teams with diverse members who possess different strengths and perspectives than themselves	2. Shares assumptions when making decisions
3. Recognizes when an issue or situation is beyond own knowledge or ability	3. Applies "lessons learned" to strengthen their self-awareness	3. Keeps their own emotions from interfering with effectively responding to others	3. Demonstrates a personal style of excellence that inspires others

B. LEAD SELF: Manages Self			
Self-motivated leaders... *Take responsibility for their own performance and health*			
Frontline Leaders	**Mid-Level**	**Senior**	**Executive**
4. Prioritizes their own work and workload	4. Sets realistic personal performance goals	4. Develops personal objectives and work plans to fulfill the key priorities of their role	4. Ensures their commitments are fulfilled, even in difficult or challenging circumstances.
5. Asks for support or assistance when it is needed	5. Demonstrates effective time management skills	5. Demonstrates flexibility to adjust to rapidly changing conditions, challenges and requirements	5. Demonstrates comfort with ambiguity
6. Balances competing work demands to maintain personal health	6. Follows through on commitments	6. Holds self accountable for meeting personal objectives	6. Seeks and acts constructively on feedback from others

C. LEAD SELF: Develops Self

Self-motivated leaders... *Actively seek opportunities and challenges for personal learning, character building and growth*

Frontline Leaders	Mid-Level	Senior	Executive
7. Actively seeks feedback about personal performance from a variety of sources	7. Identifies personal and professional goals with clear objectives, milestones and timelines	7. Shows genuine appreciation for honest feedback without taking challenges personally	7. Demonstrates an openness to learning from others
8. Identifies areas for specific self-improvement	8. Participates in formal and informal learning opportunities that facilitate personal and professional growth	8. Stays informed of current best practices, both in the field and in the organization	8. Demonstrates a strong commitment to personal and professional development
9. Participates in projects or other opportunities that build knowledge and skills	9. Participates in challenging work-related activities that may result in opportunities for growth	9. Searches for new learning opportunities to enhance knowledge, skills, and abilities	9. Furthers own learning by coaching, mentoring and/or teaching others

D. LEAD SELF: Demonstrates Character

Self-motivated leaders...*Model qualities such as honesty, integrity, resilience, and confidence*

Frontline Leaders	Mid-Level	Senior	Executive
10. Builds trust by being reliable	10. Admits when they have made a mistake	10. Addresses issues that contravene The Salvation Army's principles, ethics or values	10. Advocates for the organization and its people (staff, volunteers, officers, clients), even under difficult circumstances
11. Inspires others through their own positive attitude and energy	11. Actively learns from their own and others' mistakes	11. Remains focused and productive even under challenging or difficult circumstances	11. Makes principled and ethical decisions even if they are sensitive or controversial
12. Takes responsibility for their own decisions and actions	12. Makes decisions based on organizational and professional values	12. Demonstrates appreciation for contributions made by others	12. Demonstrates authenticity by disclosing personal experiences, thoughts, and feelings

E. ENGAGE OTHERS: Fosters the Development of Others
Engaging leaders..._Support and challenge others to achieve professional and personal goals_

Frontline Leaders	Mid-Level	Senior	Executive
14. Works with team to identify their development needs	14. Engages team members in projects that challenge their skills and abilities	14. Supports others in developing their career plans	14. Ensures that effective and appropriate human relations processes are in place to support the development of others
15. Provides team with necessary support to engage in development	15. Delegates assignments to help team members build new skills, knowledge and confidence	15. Ensures adequate resources are available to support team members' development	15. Champions personal and professional development of employees and officers
16. Helps team members access the necessary information, resources, and opportunities for personal and professional growth	16. Acts as a mentor or coach with others to support their personal and professional development	16. Partners with peers, colleagues and other institutions to support training and development needs of team members	16. Engages in and supports succession planning and intentional officer development

F. ENGAGE OTHERS: Contributes to the Creation of Healthy Organizations
Engaging leaders..._Create engaging environments where others have meaningful opportunities to contribute and the resources to fulfill their expected responsibilities_

Frontline Leaders	Mid-Level	Senior	Executive
17. Engages others to work toward achievement of The Salvation Army, Canada & Bermuda territory's strategic plan	17. Ensures appropriate policies and standards are in place to support a safe and healthy workplace	17. Provides team members with opportunities to work on program or department specific projects as well as territorial projects	17. Promotes and enables a collaborative and collegial work environment throughout the organization
18. Makes people feel comfortable in expressing their opinions and perspectives	18. Ensures that team members have the necessary resources and support to succeed	18. Creates opportunities for cross-functional teams, both within their unit or department, and the broader organization	18. Champions an organizational culture that values just communities, equity, inclusiveness, and diversity.
19. Acknowledges successful performance of others	19. Encourages staff to celebrate group successes	19. Shares success stories with team members	19. Enables a culture of celebration where individual and team milestones and performance are recognized.

G. ENGAGE OTHERS: Communicates Effectively

Engaging leaders...*Listen well and encourage open exchange of information and ideas using appropriate communication media*

Frontline Leaders	Mid-Level	Senior	Executive
20. Listens actively to others	20. Treats alternative perspectives with respect even when in conflict	20. Models active listening as a means of understanding other perspectives	20. Models and executes effective communication strategies for their department or portfolio
21. Demonstrates respect for the opinions of others	21. Adjusts their communication style to effectively reach different audiences and situations	21. Model and build the communication skills of others using mentoring and coaching in conversations and on-the-job opportunities	21. Communicates with clarity, transparency, and honesty to build a culture of trust, enabling fulfilment of The Salvation Army mission and vision, and execution of the territorial strategic plan.
22. Expresses information and ideas in a clear, convincing and organized manner	22. Encourages open communication by supporting the discussion of difficult issues	22. Communicates unit, departmental, and territorial priorities and successes	22. Engages in inclusive discussion with a wide variety of stakeholders, both internal and external

H. ENGAGE OTHERS: Builds Effective Teams

Engaging leaders...*Facilitate an environment of collaboration and cooperation to achieve results*

Frontline Leaders	Mid-Level	Senior	Executive
23. Establishes shared expectations for team behavior	23. Collaborates with teams to align their goals and objectives with the territorial strategic plan	23. Facilitates a shared strategy for teams that defines key milestones, timelines, measures of success and individual accountabilities	23. Ensures their senior management team represents a diversity of experience, skills and strengths
24. Supports their teams in setting realistic goals and objectives in support of mission fulfilment	24. Turns to teams for help in decision-making rather than always taking the lead	24. Facilitates cooperation and collaboration among diverse groups, internally and externally	24. Supports and resources the development of capable leadership teams throughout the organization
25. Establishes methods for teams to effectively resolve conflict	25. Encourages team members to share information, knowledge and expertise	25. Encourages coaching and mentoring among team members to facilitate cooperation and collaboration	25. Uses participatory methods to engage diverse groups in decisions and issues facing TSA in Canada & Bermuda

I. ACHIEVE RESULTS: Sets Direction

Goal-oriented leaders..._Inspire vision by identifying, establishing and communicating clear and meaningful expectations and outcomes_

Frontline Leaders	Mid-Level	Senior	Executive
27. Fosters understanding of and commitment to The Salvation Army's vision, mission, and values	27. Establishes clear expectations and outcomes based on the territorial strategic plan	27. Sets realistic expectations of service delivery that are reflective of organizational resource allocation	27. Champions the territorial vision and collaborates with stakeholders to revisit and revise as needed.
28. Develops a clear plan that outlines key milestones, timelines and expectations for achieving goals	28. Draws on relevant information to identify trends and potential outcomes	28. Course corrects direction as needed to ensure continued relevance and mission fulfilment	28. Sets strategic direction to align with The Salvation Army's values, vision, and mission, in service of meeting stakeholder needs
29. References best practices when setting direction	29. Actively involves others in the direction setting process	29. Collaborates with other organizations and groups to ensure clients are able to access a continuum of care within their community	29. Establishes challenging and relevant targets for the territory and their portfolios / departments / divisions

J. ACHIEVE RESULTS: Strategically Aligns Decisions with Vision, Values and Evidence

Goal-oriented leaders..._Integrate organizational mission and values with reliable, valid evidence to make decisions_

Frontline Leaders	Mid-Level	Senior	Executive
30. Engages team members to ensure they understand how decisions relation to their work and the territorial strategic plan	30. Aligns ministry unit and/or team roles and expectations with The Salvation Army's vision, mission, and strategic plan	30. Incorporates the territorial mission, vision, and values into the decision-making process	30. Establishes a clear and transparent decision-making process that is applied in their forums, departments, divisions and/or portfolios
31. Makes decisions that align with best practices and the territorial core values of hope, service, dignity, and stewardship.	31. Engages in ongoing data collection to ensure that decisions are aligned with best practice	31. Clearly describes how current decisions align with the territorial strategic plan	31. Makes decisions based on valid evidence and the territorial values of hope, service, dignity, and stewardship
32. Takes action to address challenges in achieving the organizational vision	32. Makes adjustments to work practices, as necessary, to maintain alignment with the vision	32. Identifies risks and their potential impact, and prepares contingency plans to address them	32. Ensures that quality assurance practices are in place in their forums, departments, divisions, and/or portfolios

K. ACHIEVE RESULTS: Takes Action to Implement Decisions

Goal-oriented leaders..._Act in a manner consistent with the organizational values to yield effective, efficient, and strategically aligned outcomes_

Frontline Leaders	Mid-Level	Senior	Executive
33. Identifies required resources to meet desired goals and objectives	33. Develops clear plans for goals that outline outcomes, key steps, responsibilities and expected timelines for completion	33. Aligns unit / region / departmental initiatives with the territorial mission	33. Accepts responsibility to support and ensure effective delivery of programs, products, ministry and services
34. Keeps team members focused on the desired objectives	34. Ensures team members have the necessary skills and resources to complete implementation of unit / team initiatives	34. Work with those who are ready to act, reducing decision-making time in order to deliver mission-driven results	34. Provides necessary support (e.g. systems, processes, resources) for implementation of the territorial strategic plan
35. Identifies when change in direction is required	35. Takes corrective action to ensure ongoing availability of critical services	35. Gains support of key stakeholders to ensure successful implementation of decisions made, both for their unit / department, and territorially	35. Adjusts strategic direction, as necessary, to maintain high quality, mission driven outcomes

L. ACHIEVE RESULTS: Assesses and Evaluates

Goal-oriented leaders..._Measure and evaluate outcomes. They hold self and others accountable for results against benchmarks, and correct course as appropriate._

Frontline Leaders	Mid-Level	Senior	Executive
36. Creates effective plans for evaluating results	36. Ensures valid measurement tools are in place	36. Holds others accountable to achieve agreed-upon targets	36. Fosters an environment where people are committed to achieve mission-driven results
37. Monitors progress against objectives	37. Evaluates success of implementation against expected outcomes	37. Engages officers and employees, along with other stakeholders, in evaluating results	37. Establishes evidence-based measurable outcomes for both their portfolio / department / division and the territory
38. Ensures that results are communicated to all stakeholders	38. Provides opportunities to discuss results in order to make improvements	38. Establishes measures and criteria to evaluate outcomes and engages stakeholders in both establishment and measurement	38. Evaluates performance in relation to strategic direction, for both their portfolio / department / division, and the territory

M. DEVELOP COALITIONS: Purposefully Builds Partnerships and Networks to Create Results
Collaborative leaders..._Create connections, trust and shared meaning with individuals and groups_

Frontline Leaders	Mid-Level	Senior	Executive
40. Identifies stakeholders integral to achieving improved outcomes	40. Seeks opportunities to work collaboratively with other groups internal and external to the organization	40. Understands the importance of, and invests in, fostering trusted relationships, both internal and external	40. Advocates for organizational partnerships and strategic alliances with a variety of stakeholders
41. Maintains a network of key contacts both internal and external to the organization	41. Builds internal connections between different ministry units to share expertise	41. Brings together multidisciplinary groups to work on projects and build connections	41. Develops partnerships at the local, provincial, and national levels as well as throughout the global Salvation Army to collaborate and share knowledge of best practices and/or leading-edge thinking
42. Actively consults with experts, specialists and others to learn different perspectives	42. Builds positive working relationships with key stakeholders	42. Collaborates with other individuals and teams on projects and initiatives	42. Builds effective stakeholder relationships, both internally and externally

N. DEVELOP COALITIONS: Demonstrates A Commitment to Clients / Members / Customers and Service
Collaborative leaders..._Facilitate collaboration, cooperation and coalitions among diverse groups and perspectives to improve services, products and programs_

Frontline Leaders	Mid-Level	Senior	Executive
43. Engages in open communications with their clients / members / customers to identify their needs	43. Involves clients / members / customers to determine improvements in mission delivery	43. Actively monitors and improves processes to improve mission delivery and client satisfaction	43. Projects a sense of passion about the importance of mission-driven ministry and service excellence
44. Ensures delivery of high-quality ministry and service to members and clients	44. Acts on quality improvement opportunities for ministry and service delivery	44. Implements improvements based on feedback from members, clients and customers	44. Ensures that mission-driven programs and services respond to clients, members, and customers' needs
45. Advocates for improved client / member / customer experiences	45. Encourages teamwork as the basis for delivery of quality service to clients / members / customers	45. Actively seeks input from clients / members / customers when planning changes that may affect them	45. Champions mission-driven goals in service of just communities across the territories

O. DEVELOP COALITIONS: Mobilizes Knowledge

Collaborative leaders..._Employ methods to gather intelligence, encourage open exchange of information, and use quality evidence to influence action across the industry_

Frontline Leaders	Mid-Level	Senior	Executive
46. Encourages team members to seek quality information to inform their work and the unit practice	46. Meets with team members individually and collectively to discuss new ideas / approaches that may improve existing practices	46. Facilitates open discussions with others (within and beyond the team) to obtain their perspectives	46. Ensures that the required knowledge and performance indicators for decision making are accessible across their portfolio / department
47. Encourages the open sharing of information with groups across the division and territory	47. Integrates evidence from a variety of sources, internal and external, into work practices	47. Shares best practice information with others, internally and externally	47. Encourages the dissemination and exploration of benchmark research and best practices to guide mission-driven outcomes and measurements
48. Uses a variety of tools and techniques to gather information	48. Draws regularly on expert resources, internal and external, for resources and information	48. Encourages the gathering and dissemination of quality research and resources, internal and external, to influence mission-driven action	48. Shares a territorial / portfolio perspective in relation to planning and operations across the territory (territorial / portfolio / divisional / departmental)

P. DEVELOP COALITIONS: Navigate Socio-political environments

Collaborative leaders..._Are politically astute and can negotiate through conflict and mobilize support_

Frontline Leaders	Mid-Level	Senior	Executive
49. Demonstrates an understanding about when it is appropriate to 'push' a particular issue	49. Identifies political and economic trends that affect the organization	49. Provides support to team members in resolving conflict	49. Interacts constructively with key stakeholders to influence organizational outcomes
50. Supports others in the appropriate resolution of conflict	50. Recognizes the value of others' ideas in achieving the territory's objectives	50. Develops positive relationships with external stakeholders to support the territory's vision and mission	50. Demonstrates and understanding of the political and legislative forces that create both threats and opportunities for The Salvation Army
51. Identifies when a situation requires a higher level of attention	51. Demonstrates an awareness of the 'key players' influencing a given situation, their vested interests and competing priorities	51. Mobilizes commitment and resources to support achievement of strategic outcomes	51. Influences resistant audience(s) to take major steps to support a solution

Q. SYSTEMS TRANSFORMATION: Demonstrates Systems/Critical Thinking
Successful leaders...*Think analytically and conceptually, questioning and challenging the status quo to identify issues, solve problems, and design and implement effective processes across systems and stakeholders*

Frontline Leaders	Mid-Level	Senior	Executive
53. Develops a logical framework for problem solving	53 Approaches all situations with an attitude of continuous improvement	53. Identifies connections between present actions and their future impact on organizational systems and stakeholders	53. Champions systems thinking
54. Explores different options before making decisions	54 Identifies the root cause rather than focusing on the symptoms	54. Identifies connections underlying seemingly unrelated events	54. Uses systems thinking to analyze options for change
55. Considers the impact of decisions on people, processes and services	55 Utilizes existing organizational knowledge and experience to uncover lessons learned	55. Sees beyond the details to the broader perspective	55. Evaluates the interdependence of decisions on systems and stakeholders

R. SYSTEMS TRANSFORMATION: Encourages and Supports Innovation
Successful leaders...*Create a climate of continuous improvement and creativity aimed at systemic change*

Frontline Leaders	Mid-Level	Senior	Executive
56. Evaluates existing practices and procedures against evidence-based best practice	56 Approaches problems as opportunities for system process improvement	56. Demonstrates a spirit of enquiry and innovation, drawing on different perspectives and ideas from within and outside the sector	56. Fosters an environment where mistakes and failings can be openly discussed and learned from
57. Seeks out fresh ideas and original solutions to key issues	57 Encourages calculated risk-taking	57. Secures resources for new techniques and tools to support innovation	57. Creates an environment where learning, creativity and innovation are valued as sources of strategic advantage
58. Encourages team members to share their ideas for improving existing practices or addressing challenges	58 Fosters an environment that is open to creative ideas, and where failings and mistakes can be openly discussed as learning and development opportunities	58. Models calculated risk-taking	58. Advocates for calculated risk taking
			59. Balances short-term demands with longer-term considerations in decision making

S. SYSTEMS TRANSFORMATION: Orients Self Strategically to the Future
Successful leaders..._Scan the environment for ideas, best practices and emerging trends that will shape the system._

Frontline Leaders	Mid-Level	Senior	Executive
59. Stays informed of industry trends, especially those related to ministry, service delivery, and program development.	59. Meets regularly with a variety of partners/stakeholders to discuss emerging trends	59. Scans the environment for ideas, best practices, and emerging trends	60. Examines global trends and emerging models of ministry and service delivery
60. Identifies opportunities to bring new ideas into practice	60. Demonstrates an understanding about the impact of current trends and issues on future direction	60. Analyzes data and trends to translate them into relevant, mission-driven plans for the future	61. Fosters proactive thinking across the organization and with key external stakeholders or partners to address anticipated issues
61. Implements improvement processes to test effectiveness of new approaches	61. Evaluates the implications of emerging trends on current practice	61. Acts in a timely fashion to take advantage of emerging trends in service of mission delivery	62. Identifies opportunities and risks associated with different organizational approaches to emerging issues

T. SYSTEMS TRANSFORMATION: Champions and Orchestrates Change
Successful leaders..._Actively contribute to change processes that improve service delivery and/or product or program development_

Frontline Leaders	Mid-Level	Senior	Executive
62. Demonstrates a positive attitude towards change	62. Focuses on the positive outcomes that are expected from change	62. Actively involves relevant stakeholders in change initiatives	63. Assesses the opportunities and challenges to effective change
63. Helps others deal with their reactions to change	63. Supports, encourages, and participates in change	63. Aligns change initiatives with evidence-based best practices	64. Assesses the organization's capability, capacity and fit for change
64. Measures change benefits relative to their impact on internal and external stakeholders	64. Maintains open communication throughout the change process	64. Develops contingency plans for major resistance and/or unforeseen issues in implementing change	65. Clearly communicates a compelling vision for change that is strategic and future-oriented