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## **RTA Executive Director Competency Descriptions – 2019-2020**

Based on forward looking desired behaviors relating to the position.

### **Decision Making / Reasoning**

RTA Executive Directors (Directors) make effective and timely decisions using reason, logic, prior experience and extensive knowledge in ways that advance the mission, priorities and goals of the association, both externally (working with and for members) and internally (planning and association operations). They gather information, seek appropriate advice from multiple sources, consider risks, benefits and consequences of various options, and set priorities and realistic benchmarks. Directors collaborate well, remain open minded, keep stakeholders and management informed, and work with the board and committees during the decision-making process. They understand and navigate the association dynamics and politics in the decision-making process. Directors choose and implement courses of action that produce desired results. They are consistent and fair in decisions. Directors check progress against expectations and benchmarks, are flexible, and adjust course as needed.

### **Gather and Interpret Relevant Information and Data**

RTA Executive Directors (Directors) effectively use relevant information and data to benefit the association and its members. Directors evaluate the various needs for data and information, and use research to locate and access what is required to meet those needs from a variety of sources. They interpret and analyze data and information for relevance, predict various outcomes of the data's use, and apply the information and data using a working knowledge of the scientific method. Directors summarize and restate information and data in clear, accurate ways to communicate essential information to members, staff and outside stakeholders. They judge results from the use of information and data and make adjustments as needed.

### **Honesty, Integrity and Ethics**

RTA Executive Directors (Directors) act ethically and uphold the values of honesty and integrity at all times. They keep commitments and promises. Directors accept responsibility for their own behavior – admitting and correcting mistakes immediately without blaming others. They have no hidden agenda. Directors hold themselves and the association to high standards of openness, transparency and fairness to all members. They are consistent in word and actions. Directors consider the impact of ethical decisions and actions on the association and its members, and act to protect the integrity of both. They appropriately address unethical behavior in a timely manner.

### **Interpersonal Communication -screen with the process – no questions**

RTA Executive Directors (Directors) are attentive and active listeners. They know their area of responsibility, are well-informed and prepared to communicate a variety of issues within their scope of work. Directors appropriately receive, interpret, and respond to verbal messages and cues in a timely manner. They remain on topic, explain concepts and actively participate in discussions. Directors interpret, verify and communicate complex ideas and directions. They support messages with verifiable facts. Directors empathize and respect diverse opinions. They are comfortable in any public speaking circumstance, from one-on-one meetings to small and large groups. Directors adeptly organize information and use effective speaking skills in ways that lead to confirmed understanding. With strong emotional intelligence and situational awareness, they understand and adapt communication styles and content appropriately to the setting and the audience.

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### **Leadership**

RTA Executive Directors (Directors) are strong leaders who build the association for the future. They understand and connect with the Board, the committees and employees. Directors know and respect the chain of authority. They lead by example in all aspects of the job. Directors are well-informed, good communicators who are engaged, approachable, and appropriately open. They follow policies and directives, and are accountable for actions and results. Directors demonstrate strong job knowledge and competence in their position. They are consistent, fair, and keep promises, both implied and expressed. Directors act with quiet, confident, command presence. They demonstrate enthusiasm, stay positive and inspire others. Directors mentor others and help them grow or improve performance. They respect others and ensure that expectations are clearly understood by all. Directors design empowering work structures and a positive work environment and culture. They facilitate conflict resolution, and help others reach consensus while avoiding hostility. Directors are present and active in groups they lead, both formally and informally. They value continuous improvement and help instill that value in others. Directors are adept at leading others through change. They fairly and accurately evaluate their own leadership performance and adjust as needed. Directors pursue excellence to fulfill the mission.

### **Financial Management**

RTA Executive Directors (Directors) are adept financial managers. They read, interpret and utilize financial records and reports. Directors monitor cash flow, revenue and expenses. They forecast financial revenue and expenses. Directors communicate financial issues to the RTA Board and committees. They communicate and work with bookkeepers and accountants. Directors draft, confirm and utilize budgets. They make financial adjustments as needed.

### **Negotiation**

RTA Executive Directors (Directors) are strong negotiators who understand and utilize effective negotiation principles and techniques. They demonstrate confidence and composure. Directors analyze group dynamics and ask questions to understand needs, wants and issues. They mediate disputes, establish common ground, reach consensus and resolve or mitigate impacts of critical issues.

### **Planning / Project Management**

RTA Executive Directors (Directors) are effective planners and project managers. They identify needs and establish the project or event scope and parameters. Directors collaborate with others to define project timelines, strategy, tactics and tasks. They establish and manage the event or project budget. Directors identify and access needed resources and providers. They implement plans in a timely manner. Directors delegate appropriately. They communicate with stakeholders. Directors monitor progress versus benchmarks and expectations. They record and apply lessons learned and adjust course as needed.

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### **Problem Solving / Creativity**

RTA Executive Directors (Directors) are innovative, creative problem solvers. They are well informed, know their area of responsibility and are prepared to solve challenging problems arising from a broad range of issues. Directors take ownership of problems. They gather information and data from a variety of sources. Directors understand underlying concerns and root causes. They consider the intended and unintended consequences of their decisions. Directors communicate with and listen to affected parties. They understand and apply marketing and sales principles to address needs and new opportunities. Directors analyze options, set appropriate priorities and focus on high impact priorities first. They develop long-term solutions to solve and prevent problems. Directors choose optimal, **creative** solutions that lead to positive outcomes. They work proactively within the scope of their authority to implement effective solutions. Directors utilize resources within and outside the association effectively. They accept responsibility for results and consequences. Directors adapt to quickly changing circumstances and priorities. They evaluate results and adjust as needed.

### **Responsibility**

RTA Executive Directors (Directors) are loyal to the association and its members. They understand and support the mission, vision and values of the association. Directors follow association policy, rules and minimum standards even when no one is watching. They demonstrate enthusiasm & optimism. Directors know and fulfill their job responsibilities. They Work hard, work smart and persevere. Directors meet expectations and obligations. They manage time well and work with little or no supervision. Directors take initiative and are self-motivated. They are organized and manage multiple projects and timelines effectively. Directors pay attention to details, complete and follow up on assigned tasks and meet deadlines and timelines. They are discreet. Directors are accountable for their own actions and the actions of others.

### **Self / Professional-Management**

RTA Executive Directors (Directors) demonstrate a passion and commitment to professional and personal excellence. They are self-aware and consider their own behavior in light of the needs and interests of others. Directors proactively seek and follow through on professional-improvement opportunities. They are coachable, trainable, and seek advice. Directors learn from education and experience (their own and others). They are open to new ideas, respectfully accept constructive criticism and work to improve. Directors have the determination and an innate ability to know and learn about the industry, the markets and association business. They apply lessons learned, monitor professional and personal progress, and make adjustments to achieve goals and improve their own performance. Directors maintain self-control and accept responsibility for their own behavior, even in stressful circumstances.

### **Service to Others**

RTA Executive Directors (Directors) hold and promote the value of service to others. They understand and demonstrate commitment to the needs and concerns of others. Directors analyze members' needs versus the association's resources, capacities and constraints. They balance member and association needs and respond to meet those needs appropriately, even in pressure situations. Directors use interpersonal skills and extend extra effort to meet the needs and/or resolve issues. They understand and apply marketing and sales principles to address needs and new opportunities. Directors ensure that staff and members have accurate and timely information in preparation for meetings and association business.

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### **Sociability**

RTA Executive Directors (Directors) interact comfortably with individuals or groups in any social setting. They relate well with other people from various backgrounds and interests, including staff, members, spouses, vendors and others. Directors maintain a professional business decorum as required. They are personable, outgoing and friendly to everyone. Directors treat others with kindness and respect in person, on the internet and on the phone. They demonstrate empathy and emotional intelligence. Directors encourage cooperation, negotiate effectively, and look for common ground and understanding while protecting the interests of the association. They adapt well to different styles and environments.