Leadership Development Model and Competencies

LV LEADERSHIP
VICTORIA

Our Community Leadership Development Program Framework:

Our Community Leadership Development Program has multiple components which allow learners to explore the competencies that we believe an effective community leader possesses and through which they act and guide others to act to build a healthy community. Our Community Leadership Development Competency model is supported by a set of five guiding principles that are integrated throughout each of the program's learning components.

Competencies are a combination of theoretical and practical knowledge, skills and attitudes that enable a person to perform a specific role. We have grouped the competencies we feel are most important for community leadership into four pillars – Know and Manage Self, Lead Through Influence, Make Things Happen and Navigate Community Systems. For each competency pillar, we have selected those leadership behaviours that we believe are hallmarks of effective community leaders. These targeted and observable behaviours will be the focus of our Community Learning Days and the Community Action Projects, as well as forming the basis for student evaluation and successful program completion.

The guiding principles which support these competencies are inclusion, local community action, collaboration, resilience and multi-sectoral representation, described in more detail in the following section.

Program Principles:

The four pillars of competencies that you will explore during the program are supported by five foundational principles. These principles are integrated into all components of the program's learning activities.

Inclusion: By helping people understand different perspectives, working styles, and collaboration approaches, our program mirrors the real-world conditions of community leadership. The diversity of our participants is a key strength and driver of learning in our programs. Leadership Victoria is committed to creating an inclusive program, accessible to all, regardless of race, age or gender. We work to reduce barriers to participation and to create a safe space in the program for everyone to contribute.

Local Community Action: The Community Leadership Development Program ensures graduates of the program have the expertise and experience to provide effective leadership for local community organizations and neighborhoods so they can successfully overcome the complex challenges they face in their own situations.

Collaboration: The Community Leadership Development Program is designed to support the development of a skilled group of individuals from diverse backgrounds to overcome complex challenges in our community. Through several Community Action Projects, student learners work in teams with local partner organizations to find lasting solutions for change.

Resilience: Effective leaders step up during challenging times and support their team to find solutions to our most challenging problems. Resilient leaders emerge when they experience uncertainty and embrace the opportunity to find solutions to the challenges their community is facing. During the Community Action Projects, student leaders actively face stressors and take responsibility to find solutions to real-world problems. This experience helps participants build confidence to be the leader they desire and resilience to guide the organization they lead.

Multi-Sector Representation: Leadership Victoria brings together learners from multiple sectors and many diverse social backgrounds. Leadership Victoria has unique relationships with local employers, public institutions, community associations, and municipalities to create a wide cross-section of learners to create new, wider perspectives on community and leadership.

OUR COMMUNITY LEADERSHIP
DEVELOPMENT MODEL

KNOW AND MANAGE SELF
- Build credibility and trust
- Commit to lifelong learning and growth

LEAD THROUGH POSITIVE INFLUENCE
- Create a shared vision for change
- Gain support of others

CHARACTER

COMUNICATION

COMPLETION

CONNECTION

MAKE THINGS HAPPEN
- Translate vision into action
- Enable strong team performance

NAVIGATE COMMUNITY SYSTEMS
- Encourage equity, diversity and inclusion
- Foster community spirit and capacity

CHARACTER

Know and Manage Self

Through self-knowledge and self-management, emerging leaders can build credibility and trust with those they hope to lead. The key to being a strong leader is to understand yourself through ongoing exploration of your personal mission, values, strengths and style as a leader. By committing to lifelong learning and growth, both new and experienced leaders will initially gain and then continue to hone the skills and behaviours required for effective leadership.

Competence: Self-awareness in Leadership
1. Identify and use values to articulate a personal vision and mission of leadership.
2. Recognize leadership styles and strengths.
3. Seek out opportunities to share strengths and learn from diverse sources, including peers.
4. Evaluate competing priorities or options by using a values-based framework.

COMMUNICATION

Lead Through Positive Influence

In order to lead effectively, you must be able to create a shared vision for change and gain the support of others for your ideas. Competency in communication, influence and negotiation will equip you with the skills to mobilize others. Community leaders step forward as needed and engage a critical group of people to take action to achieve specific outcomes.

Competence: Communication
1. Practice active listening.
2. Present own perspective and beliefs with confidence and diplomacy.
3. Create and deliver persuasive and professional verbal and written presentations to promote a project, activity or event.

Competence: Influence/Negotiation
1. Create and build support for a shared vision for change by framing ideas in an understandable and appealing way.
2. Exercise positive personal influence in a group setting to intervene and facilitate progress.

COMPLETION

Make Things Happen

To translate your vision into action and enable strong team performance, competencies around change management, resilience, conflict management and collaboration are critical. Community leaders formulate a comprehensive plan to work within the dynamic nature of a chosen project, activity or event, proactively managing resources and addressing issues as they arise.

Competence: Change Management
1. Understand the dynamics of change and transition.

2. Provide appropriate support at an individual level to overcome barriers to change.
3. Engage, analyze and manage stakeholders.

Competence: Resilience
1. Design and implement a plan to mobilize team members, stakeholders, partners, and audiences around a vision for change.
2. Challenge or improve conditions or resources impacting a project, activity, or event.
3. Encourage creativity, learning, and innovation among a team or group to overcome barriers or obstacles.

Competence: Conflict Management
1. Seek to create an environment where disagreement can be openly addressed to foster new possibilities and creative solutions.
2. Be curious and cooperative in moving self and others from "position" to "interests" and orchestrate win-win solutions.
3. Actively practice effective self-reflection and appropriate response to triggers when facing challenges or tension.

Competence: Collaboration
1. Build healthy relationships with team and stakeholders to engage in effective collaboration.
2. Commit to clear priorities and maintain group alignment with key objectives.
3. Actively seek the broad range of capabilities and diverse experiences within a group and apply strategies to move a group forward.
4. Apply best practices in planning and time management to work within the dynamic nature of a chosen project, activity, or event.

CONNECTION
Navigate Community Systems
Community leaders know and are connected to the community they serve. They understand and embrace the complexity of communities and look for diverse perspectives, seeking input from all stakeholders affected by an issue. They strive to develop organizational cultures where individuals are valued, respected and have a sense of inclusion and safety.

Competence: Community Development
1. Build on the physical, social, environmental, and economic assets of the community to create conditions for health and wellbeing.
2. Seek multi-sectoral support and collaboration in building solutions and taking action for positive change.
3. Embrace the complexity and diversity of communities.
4. Know and be connected to change-makers in the community.

Competence: Developing and Coaching Others
1. Apply techniques for coaching, encouragement and empowerment to mobilize others.
2. Give and receive regular and constructive feedback with a spirit of curiosity and grace.
3. Celebrate individual and team accomplishments often.
4. Recognize and build on the strengths of others.

Competence: Shaping Organizational Culture
1. Strive to use culturally appropriate and equitable practices.
2. Create a culture and community where diversity, uniqueness and individuality are valued, respected and appreciated.
3. Seek ways to ensure everyone has a seat at the table and a voice in the conversation with a sense of inclusion and safety.

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Program Learning Components:

The Community Leadership Development Program features a mixed learning environment with a variety of facilitated and experiential learning opportunities.

Community Learning Days
Online Learning
Peer-to-Peer Learning
Coaching

Community Action project
Community of Practice
Connection and Networking
Expert Facilitators

Online Learning
This virtual classroom is your online gateway to resources, agendas, assignments, group discussion forums, videos, webinars, and online collaboration tools that will enrich your learning journey. You will have scheduled live presentations for your participation or recorded presentations to watch when convenient for you.

Community Learning Days
Community Learning Days provide live, in-person facilitated sessions designed to put your online learning into action. You will build on the knowledge gained online, and practice the skills in support of Community Leadership, which you'll then put to work in your Community Action Projects. A variety of guest speakers and local leaders participate in Community Learning Days, voluntarily sharing their wealth of knowledge, insights, skills, and experience with learners.

Community Action Projects
Leadership is much more than theory. Together we expand your learning by putting your new skills into action through Community Action Projects (CAP). Learners are organized into teams, matched with a team coach, and work together with a local partner organization to complete their projects. Teams complete real-life challenging

projects that have a present-day impact and deliver future, sustainable benefits to both our partner and our community.

Community of Practice

A Community of Practice (CoP) is a method used to get insight from others who have common interests across numerous teams or sectors. You will be assigned to a CoP group of your peers at the beginning of the program to continuously review and reflect on material presented both before and during Community Learning Days and lessons gained from experiential activities. Community Action Project Teams have also found CoP extremely helpful by engaging with other members of the cohort as they progress through their projects. There will very likely be overlaps in activities between the teams and teams may encounter some common issues and solutions to share along the way.

Peer-to-Peer Learning

One of the factors that differentiates the Community Leadership Development Program from other programs is the diverse background of our learners. Learners have diverse skillsets and experiences that complement one another, and the program environment includes many opportunities to learn from each other beyond the Community of Practice activities. You will hear us refer to this often as "the wisdom is in the room".

Connection and Networking

One of our key objectives is to connect you to local influencers. Throughout the program, we invite local content specialists, business leaders, municipal leaders, alumni, and unsung heroes to tell their story. Whether it is an informal networking event, a lunchtime speaker series, or online guest appearances, you will have the opportunity to meet the people making a difference in our community. While we can offer the connection, you, as the learner, are responsible to build the relationship.

Coaching

Program coaches play an integral part in the learning process. Each CAP team is assigned a coach who continues to support them throughout the program. Coaches will support individuals in building meaningful goals for what you would like to accomplish within the program and to support teams to integrate their learning into their project and team process. Coaches also complete an assessment for each student during the program, including a recommendation for successful program completion.