

USTA National Volunteer Competencies

Factor	Competency	Committee Member	Committee Chair	Council Chair
I. Strategic Skills				
	Creative Problem Solving	X		
	Functional/Technical Skills	X		
	Learning Agility		X	X
II. Operating Skills				
	Informing		X	
	Managing & Measuring Work		X	X
	Organizing		X	X
	Priority Setting	X	X	X
III. Courage				
	Conflict Management	X		
	Sizing Up People			X
IV. Energy & Drive				
	Results Orientation	X	X	X
V. Organizational Positioning Skills				
	Organizational Agility	X	X	X
VI. Personal & Interpersonal Skills				
	Building Effective Teams		X	X
	Customer Focus	X	X	X
	Integrity & Trust	X	X	X
	Interpersonal Savvy	X	X	X
	Listening	X		
	Managing Diversity & Inclusion	X	X	X
	Self Knowledge	X		

Building Effective Teams

Proficient

- Blends people into teams, aligning talent & competencies with projects and initiatives
- Creates a climate in which people want to do their best
- Creates strong morale and spirit in his/her team
- Owns the success of team and teammates
- Fosters open dialogue and prevents breakdowns from derailing the team's focus
- Lets people finish and be responsible for their work

Unskilled

- *Doesn't create a common mindset or common challenge*
- *Everyone works on his/her own projects*
- *May be very action and control oriented and won't trust a team to perform*

Conflict Management

Proficient

- Steps up to conflicts, seeing them as opportunities
- Open to different points of view & listens effectively
- Reads situations quickly
- Produces tough agreements and settles disputes equitably
- Finds common ground and gets cooperation with minimum noise
- Focuses on constructive problem resolutions rather than promoting an atmosphere of blame

Unskilled

- *May get upset as a reaction to conflict, takes it personally*
- *Will let things fester rather than dealing with them directly*
- *May be excessively competitive and have to win every dispute*

Creative Problem Solving

Proficient

- Uses a mixture of analysis, experience, judgment & creativity to solve difficult problems with effective solutions
- Sees hidden problems and identifies innovative solutions
- Projects how potential ideas may play out in the marketplace
- Looks beyond the obvious and doesn't stop at the first answers
- Actively seeks to add value in brainstorming settings

Unskilled

- *Not a disciplined problem solver; may be stuck in the past, wed to what worked before*
- *May not stop to define and analyze the problem; doesn't look under rocks*
- *May miss the complexity of the issue and force-fit it to what he/she is most comfortable with*

Customer Focus

Proficient

- Identifies a customer for every project and/or initiative
- Performs with customers in mind
- Dedicated to meeting the expectations and requirements of internal and external customers
- Gets first-hand customer information and uses it for improvements in products and services
- Establishes and maintains effective relationships with customers and gains their trust and respect

Unskilled

- *Doesn't think of the customer first*
- *May think he/she already knows what they need*
- *May be unwilling to handle criticisms, complaints, and special requests*

Functional/Technical Skills

Proficient

- Has the functional and technical knowledge and skills to contribute effectively to the work of the committee
- Effectively utilizes core USTA communication technologies (e.g., SharePoint, Microsoft Office, etc.)
- Uses e-mail to effectively communicate
- Demonstrates openness to learning & utilizing new technologies relevant to performing the work of the committee

Unskilled

- *Not up to functional or technical proficiency*
- *May be stuck in past skills and technologies*
- *May not make the time or be open to learn*

Informing

Proficient

- Identifies who needs to be informed, what information they need and the appropriate communication vehicles
- Provides the information people need to know to do their jobs and to feel good about being a member of the team, unit and/or the organization
- Provides individuals information so that they can make accurate decisions
- Provides information in a timely manner

Unskilled

- *Not a consistent or effective communicator*
- *May not think through who needs to know what by when*
- *May either hoard information or not see informing as important*

Integrity & Trust

Proficient

- Communicates truthfully, honestly, and openly with all constituents
- Adheres to all USTA policies and standards
- Maintains confidentiality
- Admits mistakes
- Doesn't misrepresent him/herself for personal gain

Unskilled

- *May treat others differently or indifferently at times*
- *May have trouble keeping confidences and talks out of school*
- *Makes promises he/she doesn't or can't keep*

Interpersonal Savvy

Proficient

- Relates well to all kinds of people – up, down, and sideways, inside and outside the organization
- Builds constructive, collaborative and effective relationships
- Uses diplomacy and tact; anticipates where the landmines are and plans his/her approach accordingly
- Diffuses even high-tension situations comfortably

Unskilled

- *May not build relationships easily – may lack approachability or good listening skills*
- *Doesn't take the time to build rapport*
- *Judgmental or arrogant toward others*

Learning Agility

Proficient

- Open to change
- Learns new skills and technologies
- Learns quickly when facing new challenges
- Sees challenges as opportunities
- Analyzes both successes and failures for clues to improvement
- Manages the creative process of others, including the facilitation of effective brainstorming

Unskilled

- *May be stuck in his/her comfort zone of tasks and methods of doing them*
- *May not use experience to learn and improve, and may block the innovations of others*
- *Not agile or versatile in learning to deal with first-time or unusual problems*

Listening

Proficient

- Practices attentive and active listening, regardless of communication medium (in person, by phone, in writing)
- Patiently hears people out
- Accurately restates the opinions of others even when he/she disagrees

Unskilled

- *Doesn't learn much from interactions with others*
- *Appears not to listen or is too busy constructing his/her own response*
- *May listen to some groups/people and not to others*

Managing Diversity & Inclusion

Proficient

- Understands the difference between diversity and inclusion
- Deals effectively with all dimensions of diversity (e.g., genders, ethnicities, cultures, disabilities, ages, sexual orientations, etc.)
- Champions & mentors individuals across all diversity dimensions
- Actively supports equal treatment and opportunity for all people, functions, and organizations
- Understands the business rationale for diversity and inclusion
- Adjusts style when dealing with individuals different from his/herself

Unskilled

- *Not effective with groups different from him/her*
- *Defends turf from outsiders*
- *Is not open to differing points of view*

Managing & Measuring Work

Proficient

- Sets clear measurable goals
- Clearly assigns responsibility for tasks and decisions
- Monitors process, progress, and results
- Designs feedback loops into work

Unskilled

- *Not orderly in assigning and measuring work*
- *May be disorganized, just throw tasks at people, or lack goals or priorities*
- *May manage time poorly and not get around to managing in an orderly way*

Organizational Agility

Proficient

- Knowledgeable about how organizations work
- Understands the origin and reasoning behind key policies, practices, and procedures
- Knows how to get things done both through formal channels and the informal network
- Acts with an awareness of the constituency he/she represents and how that fits into the work of the broader organization

Unskilled

- *May lack the interpersonal skills to get things done across boundaries*
- *May lack the experience or simply not know who and where to go*
- *May neither know nor care to know the origins of how things work around the organization*

Organizing

Proficient

- Marshals resources (people, material, support) to get things done
- Orchestrates multiple activities at once to accomplish a goal
- Effectively uses resources including electronic tools & systems
- Effectively tracks & maintains multiple sources of information

Unskilled

- *May rely too much on self*
- *May scramble at the last minute and have to work long hours to finish*
- *May not anticipate or be able to see how multiple activities come together*

Priority Setting

Proficient

- Zeros in on the critical few priorities and puts the trivial many aside
- Spends his/her and the time of others on what's critical
- Quickly senses what will help or hinder accomplishing a goal
- Eliminates roadblocks
- Effectively declines requests when necessary

Unskilled

- *Has little sense of what's mission-critical and what's just nice to do*
- *May believe that everything's equally important, may overwhelm others with unfocused activities*
- *Wants to do everything*

Results Orientation

Proficient

- Consistently meets goals successfully
- Demonstrates personal accountability for accomplishing the committee's goals
- Steadfastly pushes self and others for results with a sense of importance and urgency
- Tracks, measures, assesses & reports progress and success
- Pursues everything with energy, drive, and a commitment to finish, even in the face of resistance

Unskilled

- *Wastes time and resources pursuing non-essentials*
- *Something always gets in the way – personal disorganization, failure to set priorities, underestimating time frames, overcoming resistance*
- *Does the least to get by*

Self Knowledge

Proficient

- Open to change
- Knows personal strengths, weaknesses, opportunities, and limits
- Seeks and learns from feedback
- Gains insights from mistakes
- Accepts criticism & responds to feedback without defensiveness
- Talks openly about shortcomings

Unskilled

- *Doesn't seek feedback – may be defensive or arrogant*
- *May be surprised by or not know own impact*
- *May be an excuse maker and blamer*

Sizing Up People

Proficient

- Judges talent effectively
- Assesses people without stereotypes or preconceived notions
- Articulates the strengths and limitations of people inside or outside the organization after reasonable exposure
- Accurately projects what people are likely to do across a variety of situations

Unskilled

- *Does not evaluate the strengths and weaknesses of others well*
- *May make instant judgments with almost no data*
- *Doesn't change after the initial appraisal*