



## BOARD OF DIRECTORS COMPETENCY FRAMEWORK

The Board of Directors drives the strategic direction of the Society to achieve our mission and realize our vision. A combination of the right skills and diverse experience equips the board to deliver effective governance at the highest level.

TXCPA's Nominations and Board Development Committee utilizes the following skills and competencies framework, in addition to evaluating the diversity and demographics of the Board, to ensure we have a well-rounded slate of board candidates. These candidates offer the organization a mix of the personal leadership skills needed to lead effectively.

### GENERAL LEADERSHIP SKILL AREAS AND RELATED BOARD COMPETENCIES

*These are important leadership skills that bring value to the Board and to TXCPA*

PERSONAL ATTRIBUTES	INTERPERSONAL SKILLS	TECHNICAL SKILLS
<ul style="list-style-type: none"> <li>• Commitment</li> <li>• Integrity</li> <li>• Capacity</li> <li>• Strategic</li> <li>• Innovative</li> </ul>	<ul style="list-style-type: none"> <li>• Communication</li> <li>• Relational</li> <li>• Influence</li> <li>• Reputation</li> <li>• Team Orientation</li> </ul>	<ul style="list-style-type: none"> <li>• Knowledge of the profession</li> <li>• Knowledge of TXCPA</li> <li>• Expertise</li> </ul>

### COMPETENCIES

*Association profession best practices identifies the importance of rooting board selection processes in the competencies needed for board success.*

<b>LEADERSHIP EXPERIENCE IN COMPLEX ORGANIZATIONS</b>	
1	Creates excitement, enthusiasm, and support from others for the strategy
2	Develops a culture of collaboration, cooperation, and cohesiveness across stakeholders enabling them to optimize action locally (Chapters) and regionally (State)
3	Develops leadership ability in others to sustain the organization
4	Able to make tough decisions (some may disagree) and own the impact on the Society
5	Understands the impact of trends in the Society and in the profession

<b>STRATEGIC VISIONING AND DIRECTION SETTING</b>	
6	Can imagine the future differently. Able to convey the future vision to others
7	Demonstrates courage to set a new direction
8	Can lead change in a complex system or organization
9	Can represent the best interests of the membership
10	Understands Board priority focus is on strategy and policy setting, not execution

<b>BUSINESS MINDSET AND EXPERIENCE</b>	
11	Understands how the Society operates as a 501© (6) entity
12	Understands the fiscal management and budgeting principles necessary to sustain the welfare and growth of the Society
13	Understands the importance of current policies to best serve multiple constituencies and the need for possible change in future policies
14	Can assess multiple/competing factors and get to the core of complex issues
15	Can align the interests of multiple, diverse stakeholders in analyzing problems

<b>RELATIONSHIP BUILDING</b>	
16	Communicates openly and respectfully to convey trust and create trusting relationships
17	Can set aside personal preferences for the good of the organization
18	Is optimistic under stress and in ambiguity
19	Seeks and values diversity of thought
20	Able to work with others across multiple cultures and diverse backgrounds

<b>TXCPA LEADERSHIP EXPERIENCE</b>	
21	TXCPA Committee or Task Force: Member <input type="checkbox"/> Chair <input type="checkbox"/>
22	TXCPA BOD or Leadership Council: Member <input type="checkbox"/> Chair <input type="checkbox"/>
23	Chapter Committee: Member <input type="checkbox"/> Chair <input type="checkbox"/>
24	Chapter Board: Member <input type="checkbox"/> Chair <input type="checkbox"/>
25	Experience in other profession related organization leadership role