

# Board Core Competencies

Prepared By: Nurses on Boards Coalition Board Preparation Work Group

## Mission driven

**Definition:** The ability to be committed to advancing the organization's mission; and integrating the mission as a framework for decisions about the organization's direction.

**Attributes:** advocacy, caring

## Financial knowledge:

**Definition:** The ability to review and interpret the financial condition of an organization by review of 4 financial statements: (1) Statement of Financial Position [Balance Sheet]; (2) Operating Statement [Income Statement]; (3) Statement of Changes in Assets [Statement of Changes in Equity]; (4) Statement of Changes in Cash Flow. In addition, knowledge of audits and tax requirements is integral.

### Reference/Resource:

Finkler, S. A., Jones, C.B., & Kovner, C.T. (2013). Financial management for nurse administrators and executives. (4th Ed.), St. Louis, MO: Saunders. (p. 97).

AME Learning. (2015). Finance for board service. [www.amelearning.com/nursesonboards](http://www.amelearning.com/nursesonboards)

## Communication:

**Definition:** Each board member must be able to communicate effectively, professionally, calmly, confidently and collegially, both internally and externally. Facts need to be sound, opinions scarce. Demonstrating effective listening and comfort with both inquiry and challenge are key to effective communication.

### Reference/Resource:

Board of Directors' Competency Matrix. Retrieved September 8, 2015 from <https://www.oha.com/AboutUs/CaseforChange/Documents/Competency%20Matrix.pdf>

**Attributes:** emotional intelligence, relationship building, social etiquette

**Social Etiquette** encompasses various aspects of leadership including preparation, courtesy, professional appearance, respectfulness, and the ability to engage in meaningful dialogue utilizing proper grammar, conversation skills and conflict resolution techniques. Social etiquette is essential in order to serve as an effective and engaging leader and board member.

### Reference/Resource:

Pagana, K. D. (2013). The nurse's etiquette advantage. (2nd edition). Indianapolis, IN: Sigma Theta Tau International Honor Society of Nursing.

## Cultural awareness/competence:

**Definition:** The ability to conceptualize, communicate and lead a transformative process that acknowledges the importance of culture, including differences, diverse values, beliefs and behaviors. The ability to tailor or adapt services to meet age, gender, social, cultural and linguistic needs; thereby increasing access to quality care for all who need care, in an effort to maximize market share. Actions may be within three components of cultural competency: organizational cultural competence, systemic cultural competence and clinical cultural competence.

### Reference/Resource:

American Association of Colleges of Nursing (November 2009) Establishing a Culturally Competent Masters and Doctorally Prepared Nursing Workforce. <http://www.aacn.nche.edu/education-resources/CulturalComp.pdf>

Betancourt, J. R., Green, A.R., & Carillo, J.A. (2002) Cultural Competence in Health Care: Emerging Frameworks and Practical Approaches. Commonwealth Foundation (1-888-777-2744) Field Report # 576, October 2002 [www.cmwf.org](http://www.cmwf.org).

[http://www.commonwealthfund.org/usr\\_doc/betancourt\\_culturalcompetence\\_576.pdf](http://www.commonwealthfund.org/usr_doc/betancourt_culturalcompetence_576.pdf)

**Attributes:** diversity, organizational culture

**Diversity and Inclusion:** Initiating and supporting comprehensive actions at the Board, organization and management levels to visibly translate the value of the collective diverse cognitive mix of differences and similarities in individuals and organizations; maximize potential for innovations; and achieving a work environment where all are treated fairly and respectfully. Individuals' worth and dignity are recognized; they have equal access to opportunities/resources; they have a sense of belonging; and they are empowered to contribute fully on a sustainable basis to the organization's success.

### Reference/Resource:

[www.shrm.org](http://www.shrm.org) Definition of Diversity and Inclusion

## Leadership:

**Definition:** Possessing the skills, knowledge, and attitude to lead individuals and teams in various situations and environments. Experience is built upon with education, opportunity and exposure to leadership roles both formal and informal. The act of guiding others and supporting outcomes through influence. The capacity to successfully direct activities of other persons and to undertake the responsibility for achieving certain objectives through these efforts using three acquired/developed basic skills: 1) performing the technical activities (technical skill), 2) understanding and motivating individuals and groups (human skill), and 3) coordinating and integrating all the activities and interests of the organization toward a common objective (conceptual skill).

### Reference/Resource:

How to demonstrate leadership experience. Retrieved on September 17, 2015 from <http://businessmajors.about.com/od/admissions/a/LeadershipExp.htm>

Katx, R. L. Leadership Development: Skills of an Effective Administrator. Harvard Business Review, September 1974 <https://hbr.org/1974/09/skills-of-an-effective-administrator>

American Hospital Association (February 2009) Competency-Based Governance: A Foundation for Board and Organizational Effectiveness American Hospital Association' Center for Healthcare Governance, Chicago, ILL [www.americangovernance.com](http://www.americangovernance.com)

**Attributes:** strategic/global thinking/visioning

**Systems thinking:** "Systems thinking on leadership is when you visualize a system (the organization) as a collection of interrelated parts (divisions, departments, etc.) bound together to achieve a purpose (products or services), where the relationships between such parts are as important as the parts themselves, and where the whole (the organization) interrelates with its external environment (customers, partners, suppliers, the market, the economy, government regulations, etc. as well".

Senge, P. (1990; 2006). The Fifth Discipline. New York, NY: Doubleday.