

Member Competencies *Development Map*

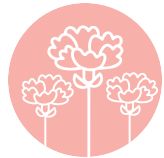
Gamma Phi Beta
TRUE AND CONSTANT

Member Competencies



Be Yourself

- **Self-Awareness:** She can identify her personal beliefs, her strengths and weaknesses and engages in thoughtful reflection on who she wants to be.
- **Confidence:** She believes in herself and her ability to make decisions, take actions and achieve positive results.
- **Resiliency:** She perseveres through challenging situations and uses healthy strategies to bounce back from difficult events.



Grow With Others

- **Communication:** She is prepared, thoughtful, engaged and reflective when taking in information and communicating with others.
- **Teamwork:** She can identify attributes of a healthy relationship and contributes individually in creating a positive team dynamic.
- **Mentorship:** She uses her experience to guide and coach other individuals.
- **Diversity and Inclusion:** She celebrates her personal identity and demonstrates respect and appreciation for individuals with identities different than her own.



Lead Your Community

- **Philanthropic Spirit:** She generously donates her time, skills, talent and financial resources to causes important to her and the organization.
- **Community Spirit:** She is an active citizen and uses her involvement to enrich and benefit the communities to which she belongs.



Learn for a Lifetime

- **ΓΦΒ Knowledge:** She knows the history, current initiatives and future goals of the Sorority and uses her knowledge to make decisions that reflect organizational values and priorities.
- **Critical Thinking:** She is analytical, thoughtful, curious and objective in exploring new ideas prior to forming an opinion or decision.
- **Applied Learning:** She makes connections between different ideas and concepts, applies knowledge and skills to solve complex problems.
- **Personal Excellence:** She strives for continued personal growth and challenges herself to reach high levels of achievement in all areas of her life.

Self-Awareness

Competency: She can identify her personal beliefs, her strengths and weaknesses and engages in thoughtful reflection on who she wants to be.

Level 1 (New Member)

Learning Outcome:

- Explores personal values
- Explores personal interests
- Reflects on personal behavior

Level 2 (Initiated Member)

Learning Outcome:

- Lists personal values
- Identifies personal interests
- Identifies personal strengths and weaknesses
- Examines personal behavior

Level 3 (Collegiate or Alumnae Chapter Officer)

Learning Outcome:

- Describes personal values
- Pursues personal interests
- Articulates personal strengths and weaknesses
- Evaluates congruency of personal behavior with personal values
- Describes self in context of group

Level 4 (Volunteer Supervising Chapter Officer or Volunteer with no direct reports)

Learning Outcome:

- Demonstrates behavior congruent with personal values
- Uses personal interests for self-care
- Applies personal strengths and manage personal weaknesses
- Engages in discussion with others about personal strengths and weaknesses
- Engages in discussion with others about self in context of group
- Prioritizes activities based on values and interests
- Prioritizes tasks based strengths and weaknesses

Level 5 (Volunteer Supervising Volunteer)

Learning Outcome:

- Integrates personal strengths in personnel management
- Manages personal weaknesses in personnel management
- Applies feedback from others about personal strengths and weakness
- Applies feedback from others about self in context of group
- Refine personal interests for self-care
- Accepts and delegates tasks based on values, interests, strengths and weaknesses

Level 6 (Board-level service)

Learning Outcome:

- Masters use of personal strengths in strategic management
- Places the Sorority's best interests above personal priorities



Confidence

Competency: She believes in herself and her ability to make decisions, take actions and achieve positive results.

Level 1 (New Member)

Learning Outcome:

- Lists personal accomplishments
- Reflects on an experience that made her feel confident
- Identifies others who exhibit confident behavior
- Accepts compliments
- Defines confidence

Level 2 (Initiated Member)

Learning Outcome:

- Identifies areas of expertise
- Role plays decision-making
- Investigates fears
- Describes personal accomplishments
- Identifies components of positive self-talk
- Defines self-empowerment

Level 3 (Collegiate or Alumnae Chapter Officer)

Learning Outcome:

- Increases knowledge in areas of expertise
- Engages in decision-making
- Challenges fears
- Describes what she loves about herself
- Practices components of positive self-talk
- Describes behaviors of self-empowerment

Level 4 (Volunteer Supervising Chapter Officer or Volunteer with no direct reports)

Learning Outcome:

- Shares knowledge in areas of expertise
- Takes action in spite of fears
- Explains decision-making process
- Identifies community of support
- Demonstrates self-empowerment

Level 5 (Volunteer Supervising Volunteer)

Learning Outcome:

- Asserts thoughts in decision-making
- Uses areas of expertise to accomplish goals

Level 6 (Board-level service)

Learning Outcome:

- Uses areas of expertise to achieve organizational results
- Executes decision-making that balances personal assertions and overall needs of the Sorority



Resiliency

Competency: She perseveres through challenging situations and uses healthy strategies to bounce back from challenging situations.

Level 1 (New Member)

Learning Outcome:

- Defines resiliency

Level 2 (Initiated Member)

Learning Outcome:

- Seeks resources in challenging situations
- Lists healthy strategies for bouncing back
- Describes failures/mistakes as an opportunity for learning
- Explores responses to change

Level 3 (Collegiate or Alumnae Chapter Officer)

Learning Outcome:

- Projects credibility in challenging situations
- Remains calm in challenging situations
- Describes healthy strategies she uses to bounce back
- Reflects on what she learned from failures/mistakes
- Identifies personal response to change

Level 4 (Volunteer Supervising Chapter Officer or Volunteer with no direct reports)

Learning Outcome:

- Employs strategies to keep others calm in challenging situations
- Employs healthy strategies to bounce back (forward)
- Applies what she has learned from failures/mistakes to future
- Responds to change with professionalism

Level 5 (Volunteer Supervising Volunteer)

Learning Outcome:

- Manages challenging change and ambiguity
- Models and teaches teams to respond to change with professionalism

Level 6 (Board-level service)

Learning Outcome:

- Views change as a strategic opportunity
- Respectfully manages resistance and change in the organization



Communication

Competency: She is prepared, thoughtful, engaged and reflective when taking in information and communicating with others.

Level 1 (New Member)

Learning Outcome:

- Defines verbal communication
- Defines non-verbal communication
- Lists common audiences for communication
- Lists components of active listening

Level 2 (Initiated Member)

Learning Outcome:

- Defines the practice of Courageous Conversations
- Practices active listening
- Identifies effective communication mode based on audience (digital, in-person, etc.)
- Describes why communication preparation is valuable
- Lists places to look for information

Level 3 (Collegiate or Alumnae Chapter Officer)

Learning Outcome:

- Practices Courageous Conversations
- Describes principles of giving and receiving feedback
- Selects communication mode based on audience
- Explains strategies for communication preparation
- Communicates with clarity (orally, written)
- Consults resources when looking for information

Level 4 (Volunteer Supervising Chapter Officer or Volunteer with no direct reports)

Learning Outcome:

- Utilizes Courageous Conversations regularly
- Employs active listening skills to guide conversation
- Formulates constructive feedback for others
- Solicits constructive feedback for self
- Prepares prior to communicating
- Determine credibility of resources
- Lists principles of strategic communication

Level 5 (Volunteer Supervising Volunteer)

Learning Outcome:

- Employs active listening skills to guide volunteer team
- Practices principles of strategic communication
- Applies feedback from others to improve communication

Level 6 (Board-level service)

Learning Outcome:

- Employs active listening skills to inform strategic direction
- Serves as a spokesperson for the organization
- Shares expertise and information across the organization, engaging in vertical and horizontal communication



Teamwork

Competency: She can identify attributes of healthy relationships and contributes individually in creating a positive team dynamic.

Level 1 (New Member)

Learning Outcome:

- Defines healthy relationships
- Lists roles that exist on a team
- Defines team dynamic
- Describes roles she has previously held on teams

Level 2 (Initiated Member)

Learning Outcome:

- Lists attributes of healthy relationships
- Lists behaviors that contribute to positive team dynamic
- Lists behaviors that detract from positive team dynamic
- Identifies roles she plays on team(s)
- Defines power in the context of teams or groups.
- Lists ways that power creates positive and negative team dynamics.

Level 3 (Collegiate or Alumnae Chapter Officer)

Learning Outcome:

- Practices behaviors that build healthy relationships
- Defines her role on the team
- Practices behaviors that contribute to positive team dynamic
- Reflects on team dynamic
- Reflects on relationships with others
- Identifies team needs

Level 4 (Volunteer Supervising Chapter Officer or Volunteer with no direct reports)

Learning Outcome:

- Models healthy relationship behaviors
- Demonstrates positive team dynamic behaviors
- Manages tasks and activities based on team needs

Level 5 (Volunteer Supervising Volunteer)

Learning Outcome:

- Selects team members with consideration for team roles
- Evaluates team dynamic
- Evaluates team roles
- Takes ownership over team tasks and activities based on team needs

Level 6 (Board-level service)

Learning Outcome:

- Models awareness of power dynamics within the boardroom and acts to mitigate power differentials.
- Appoints individuals to committees and other designated positions
- Gains commitment for proposed organizational changes and new initiatives
- Inspires and creates an atmosphere of trust that results in positive working relationships inside and outside of the Sorority
- Considers skills and talents without favoritism when appointing volunteers to roles/committees



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- Reflects on relationships with others
- Identifies team needs

Level 4 (Volunteer Supervising Chapter Officer or Volunteer with no direct reports)

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- Models healthy relationship behaviors
- Demonstrates positive team dynamic behaviors
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Mentorship

Competency: She uses her experience to guide and coach other individuals.

Level 1 (New Member)

Learning Outcome:

- Defines mentorship
- Recalls mentors she has had previously
- Lists traits she would like in a mentor

Level 2 (Initiated Member)

Learning Outcome:

- Identifies personal strengths as a mentor
- Reflects on previous mentoring relationships
- Identifies differences between mentoring and friendship
- Identifies individuals in her communities to build a network

Level 3 (Collegiate or Alumnae Chapter Officer)

Learning Outcome:

- Engages in reflective conversations with mentor
- Engages in reflective conversations with mentee
- Identifies opportunities to mentor future chapter leaders
- Reflects on personal experiences
- Differentiates between mentoring and friendship
- Engages with individuals for personal, professional and Gamma Phi Beta growth

Level 4 (Volunteer Supervising Chapter Officer or Volunteer with no direct reports)

Learning Outcome:

- Describes lessons learned from personal experiences
- Evaluates mentoring relationships
- Relates past lessons learned to current situations
- Describes the difference between advising, coaching and directing

Level 5 (Volunteer Supervising Volunteer)

Learning Outcome:

- Employs mentorship techniques (advising, coaching or directing) based on situation
- Creates mentoring plan aligned with personal goals

Level 6 (Board-level service)

Learning Outcome:

- Engages in mentoring relationship focused on board-level service
- Oversees strategy to retain diverse, high-caliber workforce talent



Diversity and Inclusion

Competency: She celebrates her personal identity and demonstrates respect and appreciation for individuals with identities different than her own.

Level 1 (New Member)

Learning Outcome:

- Lists “Big 8” identities
- Defines identity
- Defines inclusivity
- Defines diversity
- Explores personal identities
- Exhibits respect and preserves the dignity of others

Level 2 (Initiated Member)

Learning Outcome:

- Lists personal identities
- Recognizes identities of others
- Recognizes perspectives other than her own
- Defines personal bias
- Describes inclusive practices

Level 3 (Collegiate or Alumnae Chapter Officer)

Learning Outcome:

- Shares what she is proud of about her personal identities with others
- Actively seeks information about identities different than her own
- Initiates in interactions with individuals with identities different than her own
- Evaluate the role of personal bias in decision-making
- Advocate for inclusive practices

Level 4 (Volunteer Supervising Chapter Officer or Volunteer with no direct reports)

Learning Outcome:

- Shares what she is proud of about her personal identities with others
- Actively seeks information about identities different than her own
- Initiates in interactions with individuals with identities different than her own
- Evaluate the role of personal bias in decision-making
- Advocate for inclusive practices

Level 5 (Volunteer Supervising Volunteer)

Learning Outcome:

- Recognizes how personal identity influences leadership
- Describes how different identities are impacted by decision-making
- Explains value of diverse perspectives

Level 6 (Board-level service)

Learning Outcome:

- Creates inclusive policies and practices
- Ensures that differences among colleagues, members, staff and strategic partners are sought and included in decision-making
- Addresses disrespectful and/or inappropriate behavior that threatens to harm the health or reputation of the international organization



Philanthropic Spirit

Competency: She generously donates her time, skills, talent and financial resources to causes important to her and the organization.

Level 1 (New Member)

Learning Outcome:

- Names Gamma Phi Beta philanthropic partner
- Attends chapter philanthropy event(s)
- Explores causes that are important to her
- Recites Gamma Phi Beta philanthropic focus

Level 2 (Initiated Member)

Learning Outcome:

- Lists Gamma Phi Beta philanthropic partner(s) in their community
- Describes Gamma Phi Beta's philanthropic partner
- Defines the difference between service and philanthropy
- Identifies causes that are important to her
- Explains the purpose of the Gamma Phi Beta Foundation

Level 3 (Collegiate or Alumnae Chapter Officer)

Learning Outcome:

- Donates time, skills, talent or resources to causes that are important to her
- Describes the work of Gamma Phi Beta philanthropic partner
- Explains the impact of the Gamma Phi Beta Foundation (of giving back to the Sorority)

Level 4 (Volunteer Supervising Chapter Officer or Volunteer with no direct reports)

Learning Outcome:

- Analyzes role of philanthropic focus in day-to-day life
- Donates time, skills, talent or resources in leadership capacity to causes that are important to her
- Describes the work of causes that are important to her
- Describes how chapters can support Gamma Phi Beta Foundation

Level 5 (Volunteer Supervising Volunteer)

Learning Outcome:

- Plans opportunities for philanthropy and service
- Implements /instills the philanthropic focus (building strong girls) in day-to-day life
- Explains current Foundation initiatives, campaigns, and opportunities

Level 6 (Board-level service)

Learning Outcome:

- Evaluates relationship with and identifies new opportunities for philanthropic partners
- Creates philanthropic focus
- Explains the relationship between the Sorority and the Foundation
- Understands personal and board role in fund development



Community Participation

Competency: She is an active citizen and uses her involvement to enrich and benefit the communities to which she belongs.

Level 1 (New Member)

Learning Outcome:

- Explores communities of belonging
- Defines active citizenship
- Identifies communities of which she is/aspires to be a member

Level 2 (Initiated Member)

Learning Outcome:

- Joins communities of interest
- Lists characteristics of an active citizen
- Attends community events

Level 3 (Collegiate or Alumnae Chapter Officer)

Learning Outcome:

- Serves in leadership roles in communities of interest
- Models active citizenship
- Reflect on role of active citizenship in communities

Level 4 (Volunteer Supervising Chapter Officer or Volunteer with no direct reports)

Learning Outcome:

- Describes the role of active citizenship in communities
- Invites other to join communities
- Identifies community interests
- Identifies opportunities for inter-community partnership

Level 5 (Volunteer Supervising Volunteer)

Learning Outcome:

- Advocates for community interests
- Develops inter-community partnership(s)
- Practices active citizenship in communities

Level 6 (Board-level service)

Learning Outcome:

- Conducts SWOT analyses, assessing Sorority needs
- Develops Sorority values
- Understands the difference between governance and management
- Develops effective strategies and plans to achieve goals and further the Sorority's mission and vision
- Organizes and leverages the Sorority's resources, strengths and alliances to achieve the strategic goals and strengthen the entire organization
- Understand the complexities and opportunities associated with the National Panhellenic Conference.
- Establishes a comprehensive, clear vision and compelling goals



Gamma Phi Beta Knowledge

Competency: She knows the history, current initiatives and future goals of the Sorority and uses her knowledge to make decisions that reflect organizational values and priorities.

Level 1 (New Member)

Learning Outcome:

- Lists Sorority Four Core Values
- Lists Sorority Four Founders
- Recites Sorority founding date and location
- Names Sorority philanthropic focus and philanthropic partner
- Recites Sorority open motto
- Recites Sorority mission
- Explains how to access local chapter governing documents
- Recites three obligations of membership

Level 2 (Initiated Member)

Learning Outcome:

- Explains Gamma Phi Beta's Policy on Hazing and Harrassment
- Explains Gamma Phi Beta's Policy on Personal Conduct
- Explains Gamma Phi Beta's Policy on Alcohol
- Explains Gamma Phi Beta's philanthropic focus and philanthropic partner
- Accesses International Gamma Phi Beta resources
- Adheres to policies outlined in local chapter documents
- Practices 3 obligations of membership
- Upholds Gamma Phi Beta policies and procedures
- Recites Sorority pledge
- Lists reasons to join Gamma Phi Beta

Level 3 (Collegiate or Alumnae Chapter Officer)

Learning Outcome:

- Enforces Gamma Phi Beta policies and procedures
- Executes on job description as outlined in the COM
- Explains Gamma Phi Beta volunteer support structure
- Utilizes International Gamma Phi Beta resources

Level 4 (Volunteer Supervising Chapter Officer or Volunteer with no direct reports)

Learning Outcome:

- Explains International Gamma Phi Beta organization chart
- Accesses Gamma Phi Beta strategic plan
- Explains the rationale for Gamma Phi Beta policies and procedures
- Hires volunteers following Gamma Phi Beta HR processes
- Interprets International Gamma Phi Beta resources

Level 5 (Volunteer Supervising Volunteer)

Learning Outcome:

- Implements Gamma Phi Beta strategic plan
- Develops Gamma Phi Beta resources
- Evaluates Gamma Phi Beta policies and procedures

Level 6 (Board-level service)

Learning Outcome:

- Designs Gamma Phi Beta strategic plan
- Creates Gamma Phi Beta policies and position statements
- Is organizationally astute about the Sorority's culture and relationships through an understanding of the history, challenges, environment, current status and future outlook
- Understands the fundamentals of the organizations including financial management, legal compliance and generative planning
- Coordinates and leverages synergies across the organization and among the three Gamma Phi Beta entities (plus NPC)



Critical Thinking

Competency: She is analytical, thoughtful, curious and objective in exploring new ideas prior to forming an opinion or decision.

Level 1 (New Member)

Learning Outcome:

- Defines critical thinking
- Describes why critical thinking matters

Level 2 (Initiated Member)

Learning Outcome:

- Asks questions about chapter business
- Listens to perspectives different than her own
- Identifies sources that provide facts and data
- Identifies competing tasks

Level 3 (Collegiate or Alumnae Chapter Officer)

Learning Outcome:

- Seeks and identifies limitations in personal position
- Organizes competing tasks to best manage time
- Describes how a decision/opinion was made
- Diagnoses chapter challenges
- Utilizes facts and data in forming opinions/decisions

Level 4 (Volunteer Supervising Chapter Officer or Volunteer with no direct reports)

Learning Outcome:

- Prepares discussion questions
- Prepares debrief questions
- Organizes thoughts before responding
- Provides alternative perspectives
- Strategically prioritizes tasks

Level 5 (Volunteer Supervising Volunteer)

Learning Outcome:

- Explains the rationale for Gamma Phi Beta policies and procedures
- Describes how facts, data and other perspectives influenced her opinions/decisions
- Describes complexity of issues
- Analyzes tasks based on contribution to organizational objectives

Level 6 (Board-level service)

Learning Outcome:

- Investigates new ideas and best practices
- Demonstrates imaginative thinking, recognizing complexity of issues
- Considers the impact of decisions on all parts of the organization, remaining objective.
- Focuses on the future; consistently drives the organization to optimize opportunities and capabilities
- Considers external factors, trends and events
- Uses financial analysis to evaluate strategic options and make sound business decisions



Applied Learning

Competency: She makes connections between different ideas and concepts, applies knowledge and skills to solve complex problems.

Level 1 (New Member)

Learning Outcome:

- Compares new member experience to previous life experiences

Level 2 (Initiated Member)

Learning Outcome:

- Identifies similarities and differences between Sorority and other campus organizations

Level 3 (Collegiate or Alumnae Chapter Officer)

Learning Outcome:

- Applies concepts learned at REAL Leadership events to chapter operations
- Describes how Sorority experience complements academic experience

Level 4 (Volunteer Supervising Chapter Officer or Volunteer with no direct reports)

Learning Outcome:

- Applies concepts learned at REAL Leadership events outside of Gamma Phi Beta
- Describes how Sorority experience complements professional experience

Level 5 (Volunteer Supervising Volunteer)

Learning Outcome:

- Applies concepts learned elsewhere to support Sorority initiatives
- Integrates knowledge and skills to improve Sorority operations

Level 6 (Board-level service)

Learning Outcome:

- Stays abreast of fraternal and higher education trends
- Redirects efforts and makes necessary adjustments to strategic plans when goals are not met
- Synthesizes experience and knowledge to provide strategic direction
- Makes tough decisions, evaluating trade-offs



Personal Excellence

Competency: She strives for continued personal growth and challenges herself to reach high levels of achievement in all areas of her life.

Level 1 (New Member)

Learning Outcome:

- Explores academic, career and personal goals
- Identifies obligations and commitments

Level 2 (Initiated Member)

Learning Outcome:

- Develops academic, career and personal goals
- Fulfills obligations and commitments

Level 3 (Collegiate or Alumnae Chapter Officer)

Learning Outcome:

- Implements a plan to achieve academic, career and personal goals
- Fulfills obligations and commitments with integrity

Level 4 (Volunteer Supervising Chapter Officer or Volunteer with no direct reports)

Learning Outcome:

- Revises plan to achieve academic, career and personal goals
- Exceeds expectations as outlined in obligations and commitments
- Prioritizes goals, obligations and commitments

Level 5 (Volunteer Supervising Volunteer)

Learning Outcome:

- Employs identified strengths to advance organizational goals
- Maintains plan to achieve academic, career and personal goals
- Accomplishes goals, obligations and commitments based on prioritization

Level 6 (Board-level service)

Learning Outcome:

- Employs identified strengths to gain organizational prestige
- Models integrity, honesty and high standards of confidentiality, consistent with the Sorority's values
- Demonstrates the highest type of womanhood and enhances the Sorority's public standing
- Appropriately represents the Sorority within the fraternal community and in the world at large

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