



# The Mission Leader Competency Model



# The Mission Leader Competency Model

**CHA is pleased to share this Mission Leader Competency Model. Based on the lived experience of mission leaders and insights from their executive colleagues, trustees and sponsors, it is offered to highlight the unique skill set required in this important executive position in Catholic health ministry.**

## **Background**

The role of mission leader appeared in Catholic health care in the 1980s. First filled by religious from sponsoring congregations, the presence of the mission leader assured that, as operational responsibility was transferred to lay leaders, the executive team of a system or facility included an “expert” in issues related to Catholic identity.

In 1993, 95 percent of mission leaders were religious sisters or priests. In 2013, that percentage had dropped to about 44 percent. The current trend is moving strongly toward a mission role that is held by well-prepared lay leaders. Recognizing this trend early on, The Catholic Health Association (CHA), developed a competency model for mission leaders in 1999 that provided guidance to theological education programs for developing curricula for future mission leaders.

Over time, the business of health care has become more multifaceted, as has the complexity of integrating Catholic mission and values into health care operations. This reality calls for a broader range of competencies for mission leaders that enable them to influence their organizations at every level and in every business decision. CHA again responded to this reality as it engaged in a collaborative and interactive process of evaluating the 1999 model and revising it to meet current needs. Starting in 2008, working with The Reid Group of Seattle, Wash., CHA engaged the ministry in a series of online surveys, personal interviews and focus groups to understand the challenges, needs and hopes of more than 200 CEOs, sponsors, mission leaders and others. That work was used to create the Mission Leadership Competency Model.

## **Mission leadership today**

The mission leader role is clearly defined in relationship to important organizational processes, including strategic planning and hiring for key positions. This executive role relates to organizational bodies such as sponsors, a governing board, medical and nursing leadership, and other groups that exert important influence over organizational operations.

Mission leadership is marked by a demonstrated grasp of both the complexities of health care as a business and the unique theological, moral and spiritual expectations placed on a health care provider that claims Catholic identity. Mission leaders establish a credible leadership role alongside other colleagues on a senior leadership team with the ability to identify theological, ethical and moral issues embedded in day-to-day operations. They translate these issues in a way that engages the energy, talent and imagination of their team to identify directions and solutions.

The mission leader has the capacity to oversee specific areas of responsibility in support of the organization’s stated strategy. This includes accountability for the use of resources and the achievement of agreed upon outcomes and goals.

This leadership is exercised in a direct relationship to the CEO, through active participation on the executive management team and in interaction with staff at all levels. It is also exercised in effective interaction with the organizational sponsor, Catholic Church leadership and community shareholders.

### **The Mission Leader Competency Model**

The Mission Leader Competency Model includes six defined competencies, a Self-Assessment Tool and a Bibliography of articles and books recommended specifically for each competency. The goals of providing these resources are to:

- Reflect competencies and behaviors that are essential for a successful mission leader now and in the future at the system, regional and facility levels
- Act as a guide for sponsors, CEOs and human resource leaders as they shape the responsibilities of mission leaders and set criteria for selection of appropriate candidates
- Aid Catholic health care ministries in the development of succession plans for future mission leaders
- Promote the role of the mission leader as a viable career path for persons in graduate and doctoral theological programs as well as a second career path for current associates and clinicians

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Access this document, the Self-Assessment Tool and the Bibliography for the Mission Leader Competency Model at [www.chausa.org/missionleadercompetencies](http://www.chausa.org/missionleadercompetencies)

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### PERSONAL QUALIFICATIONS

Mission leaders are talented, faithful and competent executives who embody holistic and healthy qualities which enable them to make a positive and lasting impact on their organizations.



### ORGANIZATIONAL MANAGEMENT

Mission leaders have the management competencies needed to be recognized as productive contributors to the organization. They understand the interrelationship of shared beliefs, behaviors and assumptions of the organization.



### LEADERSHIP

Mission leaders bring strategic direction, thinking and guidance as well as a collaborative spirit to the organization to ensure that it is faithful to its purpose, identity and values.



## Competencies for Mission Leaders



### ETHICS

Mission leaders promote ethical behavior throughout the organization with a focus on organizational ethics, clinical ethics and the Church's social justice tradition.



### THEOLOGY

Mission leaders have a working knowledge of Catholic theology and are acquainted with the plurality of religions that will be encountered among the employees, physicians, trustees, patients and others who are served within our institutions.



### SPIRITUALITY

Mission leaders are able to articulate their lived faith experience and the meaning it brings to their lives as well as encouraging and empowering individuals and organizations to do the same.



# PERSONAL QUALIFICATIONS

Mission leaders are talented, faithful and competent executives who embody holistic and healthy qualities which enable them to make a positive and lasting impact on their organizations. Effective mission leaders are:

- Well formed in the Catholic tradition
- Persons of faith who model a collaborative style of servant leadership
- Committed to the mission and values of their health care organization as a ministry
- Capable of establishing mutually beneficial relationships with diverse groups of people
- Living a practical integrated spirituality
- Knowledgeable about contemporary health care delivery systems and about ethical issues facing the field
- Manifesting personal presence characterized by honesty, integrity and caring
- Inspiring and motivating others to be committed to the organization's mission, values, vision and goals
- Engaging in life-long learning, self reflection and development



Mission leaders bring strategic direction, thinking and guidance as well as a collaborative spirit to the organization to ensure that it is faithful to its purpose, identity and values.

### 1. STRATEGIC LEADER

- a. Articulates and makes operational the organization's mission and values as a credible driving force for the common good
- b. Models a leadership style that is collaborative, flexible and goal oriented
- c. Clearly sees how the mission is integrated within the organization, and has a vision of where it needs to go
- d. Develops, supports and engages in a team approach to leadership
- e. Displays effective leadership in complex settings marked by religious, cultural and work style diversity

### 2. PROPHETIC LEADER

- a. Demonstrates a passion for the organization's mission and interprets it prophetically and appropriately for varied audiences, both internal and external
- b. Inspires others to live out the mission
- c. Acts with practical knowledge, courage and prudence in conversations and decision making at the executive level of the organization

### 3. FORMATIONAL LEADER

- a. Helps colleagues identify their work as ministry
- b. Forms board members and co-workers throughout the organization to integrate the mission in their work using effective group skills and principles of adult learning
- c. Analyzes and assesses the organization's health particularly related to mission and values
- d. Mediates and facilitates conflict management processes, as appropriate



# THEOLOGY

Mission leaders have a working knowledge of Catholic theology and are acquainted with the plurality of religions that will be encountered among the employees, physicians, trustees, patients and others who are served within our institutions.

## 1. PASTORAL THEOLOGY

- a. Integrates Scripture and the basic principles and doctrines of Catholic theology as articulated by Vatican II and subsequent Church teaching
- b. Connects faith with life using various reflection processes, such as Theological Reflection
- c. Demonstrates a basic understanding of world religions and an appreciation for different faith traditions, beliefs and cultures
- d. Expresses the theological understandings of the organization's mission and values in multiple and engaging ways
- e. Communicates the relevance of theology to the organization's vision, strategies and operations

## 2. UNDERSTANDINGS OF CHURCH

- a. Expresses an authentic understanding and orientation to the Catholic Church as articulated by Vatican II and subsequent Church teaching
- b. Articulates the relationship of Catholic health ministry to the broader ministry of the Church
- c. Understands and values the significance of sacrament and ritual in the fullness of the healing ministry
- d. Is familiar with the plurality of religious beliefs
- e. Applies the moral and social teaching of the Church to the healing ministry
- f. Supports the implementation of the *Ethical And Religious Directives for Catholic Health Care Services*
- g. Fosters a collegial relationship with the diocesan bishop and connects with other diocesan leaders as appropriate

## 3. CANON LAW

- a. Uses and searches out resources as needed to apply Canon Law to Catholic health care





Mission leaders are able to articulate their lived faith experience and the meaning it brings to their lives as well as encourage and empower individuals and organizations to do the same.

### 1. PERSONAL SPIRITUALITY

- a. Lives out a spirituality expressed through prayer and right relationships
- b. Supports others in integrating human and spiritual development
- c. Finds hope within life's struggles and challenges
- d. Provides needed resources based on diverse spiritual traditions and needs
- e. Models ongoing spiritual development
- f. Speaks with a prophetic and courageous voice

### 2. COMMUNAL SPIRITUALITY

- a. Develops spirituality in work place practices based on the organization's mission and core values
- b. Knows the charism and spirituality of the sponsor organizations and integrates that legacy as appropriate through practice and celebration
- c. Translates the sponsors' heritage into today's realities, challenges and possibilities
- d. Facilitates adult spiritual formation

### 3. SPIRITUALITY OF CHANGE

- a. Walks with people during challenging personal and organizational times of change
- b. Fosters genuine hope in the midst of difficulties
- c. Assists people to apply the mystery of Christ's life, death and resurrection to their experience of change, as appropriate



Mission leaders promote ethical behavior throughout the organization with a focus on organizational ethics, clinical ethics and the Church's social justice tradition.

## 1. ORGANIZATIONAL ETHICS

- a. Helps shape a work culture rooted in Gospel values
- b. Informs and promotes dialogue around the *Ethical And Religious Directives for Catholic Health Care Services*
- c. Facilitates corporate discernment and mission-based decision-making processes
- d. Understands and applies values and principles to the business of health care — issues of management, finance, human resources and networking
- e. Surfaces spoken and unspoken moral assumptions and habitual ways of acting within an organization
- f. Makes moral mission-based assessments of conditions which impact the workplace and helps shape a just working environment

## 2. JUSTICE

- a. Understands and applies the social tradition of the Church to Catholic health care
- b. Advocates for special care to and with people in poverty, the under-represented and/or those with special needs
- c. Promotes right relationships throughout the organization and the community
- d. Integrates environmental-ecological justice principles within the organization's role as caregiver, employer, community member and partner

## 3. CLINICAL ETHICS

- a. Assists in interpreting the *Ethical And Religious Directives for Catholic Health Care Services* in relationship to clinical issues
- b. Works with a variety of health care professionals in identifying values and principles that guide ethical decision making in clinical matters
- c. Develops and monitors appropriate policies and their implementation



# ORGANIZATIONAL MANAGEMENT

Mission leaders have the management competencies needed to be recognized as productive contributors to the organization. They understand the interrelationship of shared beliefs, behaviors and assumptions of the organization.

## 1. COMMUNICATION AND COLLABORATION

- a. Invites, listens and responds to the voices of colleagues
- b. Exhibits flexibility and collaborates with people throughout the organization
- c. Is knowledgeable about the sponsors' role and communicates appropriately on issues related to mission and values
- d. Possesses and uses effectively good written and oral communication skills

## 2. BUSINESS

- a. Has a working knowledge of the organization's operations
- b. Makes executive decisions based on the organization's mission and a functional knowledge of the business and financial realities
- c. Integrates the mission throughout the culture of the organization, using a systems approach

## 3. MANAGEMENT

- a. Leads change and manages the organization effectively with other executives through changing times
- b. Organizes and implements actions around the organization's goals, strategies and priorities
- c. Empowers and supports the human potential of colleagues
- d. Manages his/her division effectively
- e. Engages in effective succession planning

# How to Use the Mission Leader Competencies

The Mission Leader Competencies can be used in many different ways, including:

## 1. CLARIFY THE ROLE INTERNALLY AND EXTERNALLY

- a. Compare with current job description and make sure job description is aligned with the competencies as well as the performance review process
- b. Have conversations with CEO and organizational leadership to help them understand the comprehensive nature of the mission leader's role in Catholic health care
- c. Educate and orient new CEO's
- d. Use to distinguish from sponsor's role
- e. Use with Human Resources to create an evaluation/assessment tool
- f. Help sustain the ministry aspect of the position as well as the business part of the mission of Catholic health care
- g. Use in education of boards of health care institutions
- h. Use as a recruitment and pre-screening tool
- i. Use to educate staff about the mission of the organization and the role of the mission leader
- j. Use with community groups to promote the mission of the Catholic health care institution

## 2. ENHANCE INITIAL AND ONGOING DEVELOPMENT OF MISSION LEADERS

- a. Use the Self-Assessment Tool as a personal development tool as well as the Bibliography for the Mission Leader Competency Model. Both are available at [www.chausa.org/missionleadercompetencies](http://www.chausa.org/missionleadercompetencies)
- b. Develop education modules for each of the areas to provide initial development and to enhance on-going continuing education
- c. Create a developmental plan based on the competencies using the assessment instrument
- d. Dialogue about the competencies with the executive team to promote team development

## 3. SUCCESSION PLANNING

- a. Use the competencies as a conversation tool to begin to assess interest in the position of mission leader
- b. Invite potential mission leaders to use this as a self-assessment tool
- c. Develop needed competencies based on the self-assessment
- d. Be mentored as part of formation based on the mission leader competencies
- e. Use to assess current mission leaders for potential promotion to regional or system level roles
- f. Use with institutions of higher learning to train future mission leaders









For additional information, please go to:

[WWW.CHAUSA.ORG/MISSIONLEADERCOMPETENCIES](http://WWW.CHAUSA.ORG/MISSIONLEADERCOMPETENCIES)

This document was prepared by The Mission Services Department of the Catholic Health Association in collaboration with The Reid Group, and in consultation with mission leaders, sponsors and chief executive officers of CHA-member institutions.

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