



## **IAAP Leadership Philosophy**

### **Recognize Your Value, Develop Your Voice, & Empower Others**

- Recruiting and developing future leaders
- Encouraging a culture of coaching and mentoring
- Advocating and leading relevant change
- Building and empowering the administrative community

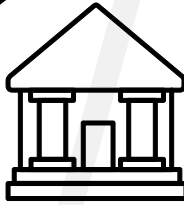
Based on the Leadership Philosophy IAAP has developed a leadership matrix that outlines the expectations and deliverables of effective IAAP leaders at the three levels of service, Branch Director, Regional Director, and Board Director. This is just the first step with the Leadership Philosophy, and IAAP plans to expand the matrix to include all leadership positions within the IAAP community.

## GOVERNANCE AND STRATEGY

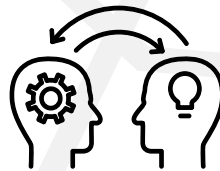
- Demonstrates fiduciary responsibility
- Demonstrates understanding of IAAP's core values, purpose, goals, and objectives
- Macro understanding of the profession and its future
- Ability to think strategically and critically

## COACHING, MENTORING AND RELATIONSHIP BUILDING

- Demonstrates coaching, mentoring, and motivating skills
- Manages conflict resolution effectively and efficiently
- Promotes IAAP's brand and archetype through internal and external relationships
- Builds and maintains trust and appropriate confidentiality in all relationships



# BOARD OF DIRECTORS



## SUCCESSION AND TRANSITION PLANNING

- Ability to identify and develop future talent
- Manages leadership transitions with careful attention and planning
- Committed to building a robust leadership pipeline
- Shapes and cultivates a leadership culture

## LEADERSHIP CHARACTER AND COMPETENCE

- Define desired change and demonstrate nimbleness to adapt quickly and positively to change
- Demonstrates emotional intelligence in all situations
- Demonstrates consistency and follow-through
- Demonstrates commitment and remains fully engaged

## GOVERNANCE & STRATEGY AND SUCCESSION & TRANSITION PLANNING

- Demonstrates fiduciary responsibility
- Demonstrates understanding of IAAP Foundation's core purpose, goals, and objectives
- Macro understanding of the profession and its future
- Ability to think strategically and critically
  
- Ability to identify and develop future talent
- Manages leadership transitions with careful attention and planning
- Committed to building a robust leadership pipeline
- Shapes and cultivates a leadership culture

## COACHING, MENTORING AND RELATIONSHIP BUILDING

- Demonstrates coaching, mentoring and motivating skills
- Manages conflict resolution effectively and efficiently
- Promotes IAAP Foundation's brand and archetype through internal and external relationships
- Builds and maintains trust and appropriate confidentiality in all relationships

# FOUNDATION BOARD OF DIRECTORS

## LEADERSHIP CHARACTER AND COMPETENCE

- Defines desired change and demonstrate nimbleness to adapt quickly and positively to change
- Demonstrates emotional intelligence in all situations
- Demonstrates consistency and follow-through
- Demonstrates commitment and remains fully engaged

## PHILANTHROPY, FUNDRAISING, AND DONOR DEVELOPMENT

- Demonstrates financial support of IAAP Foundation
- Promotes IAAP Foundation fundraising campaigns and initiatives
- Promotes IAAP Foundation through social media and other communication strategies
- Develops relationships with individual donors and create connections with corporate partners for potential funding opportunities

## GOVERNANCE AND STRATEGY

- Demonstrates budgetary understanding for the regions
- Demonstrates understanding of IAAP's core values, purpose, goals, and objectives
- Demonstrates knowledge of IAAP and its relevant history
- Ability to make sound decisions and demonstrate strategic alignment

## COACHING, MENTORING AND RELATIONSHIP BUILDING

- Inspires and motivates Branch Directors and remains open to coaching and mentoring
- Demonstrates awareness and commitment to conflict resolution
- Demonstrates understanding of IAAP's brand and appropriately promotes the brand
- Builds trust and manages relationships in support of the region

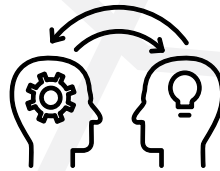
## SUCCESSION AND TRANSITION PLANNING

- Ability to engage, identify, and develop future talent
- Committed to successful leadership transitions
- Committed to growth of the regions
- Understands and upholds IAAP's leadership culture

## LEADERSHIP CHARACTER AND COMPETENCE

- Demonstrates adaptability and serves as an effective and positive change-agent
- Demonstrates emotional intelligence through self-management and relationship building
- Demonstrates engagement through reliability, availability, and accountability
- Serves as a positive role-model by accepting and demonstrating personal responsibility

# REGIONAL COORDINATOR



## GOVERNANCE AND STRATEGY

- Demonstrates budgetary understanding for the branches
- Demonstrates understanding of IAAP's core values, purpose, goals, and objectives
- Understanding the needs of local admins
- Ability to make sound decisions and demonstrate strategic alignment

## COACHING, MENTORING AND RELATIONSHIP BUILDING

- Remains open and available to coaching and mentoring opportunities
- Demonstrates optimism and collaboration with Regional Directors to resolve conflict
- Demonstrates brand ambassadorship and professional advocacy
- Builds trust and manages relationships in support of the branches

# BRANCH COORDINATOR

## SUCCESSION AND TRANSITION PLANNING

- Demonstrates understanding and value of the Branch Director role
- Committed to successful leadership transitions
- Ability to build effective and engaged branch teams and community
- Understands and upholds IAAP's leadership culture

## LEADERSHIP CHARACTER AND COMPETENCE

- Demonstrates adaptability and serves as an effective champion of IAAP
- Demonstrates emotional intelligence through self-awareness and relationship building
- Demonstrates engagement through reliability, availability, and accountability
- Serves as a positive role-model by accepting and demonstrating personal responsibility

## GOVERNANCE AND STRATEGY

- Demonstrates budgetary understanding and financial accountability for the region
- Demonstrates understanding of IAAP's core values, purpose, goals, and objectives
- Demonstrates knowledge of IAAP and its relevant history
- Ability to make sound decisions and demonstrate strategic alignment

## COACHING, MENTORING AND RELATIONSHIP BUILDING

- Inspires and motivates Branch Directors and remains open to coaching and mentoring
- Demonstrates awareness and commitment to conflict resolution
- Demonstrates understanding of IAAP's brand and appropriately promotes the brand
- Builds trust and manages relationships in support of the region

## SUCCESSION AND TRANSITION PLANNING

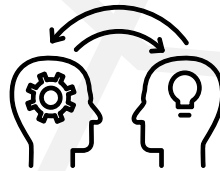
- Ability to engage, identify, and develop future talent
- Committed to successful leadership transitions
- Committed to growth of the region
- Understands and upholds IAAP's leadership culture

## LEADERSHIP CHARACTER AND COMPETENCE

- Demonstrates adaptability and serves as an effective and positive change-agent
- Demonstrates emotional intelligence through self-management and relationship building
- Demonstrates reliability, availability, and accountability
- Demonstrates commitment and remains fully engaged



# REGIONAL DIRECTORS



## GOVERNANCE AND STRATEGY

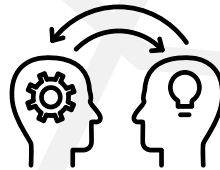
- Demonstrates budgetary understanding and financial accountability for the branch
- Demonstrates understanding of IAAP's core values, purpose, goals, and objectives
- Understanding the needs of local admins
- Ability to make sound decisions and demonstrate strategic alignment

## COACHING, MENTORING AND RELATIONSHIP BUILDING

- Remains open and available to coaching and mentoring opportunities
- Demonstrates optimism and collaboration with Regional Directors to resolve conflict
- Demonstrates brand ambassadorship and professional advocacy
- Builds trust and manages relationships in support of the branch



# BRANCH DIRECTORS



## SUCCESSION AND TRANSITION PLANNING

- Demonstrates understanding and value of the Branch Director role
- Committed to successful leadership transitions
- Ability to build an effective and engaged branch team and community
- Understands and upholds IAAP's leadership culture

## LEADERSHIP CHARACTER AND COMPETENCE

- Demonstrates adaptability and serves as an effective champion of IAAP
- Demonstrates emotional intelligence through self-awareness and relationship building
- Demonstrates reliability and accountability
- Demonstrates commitment and remains fully engaged

## GOVERNANCE AND STRATEGY

- Demonstrates knowledge of IAAP and its relevant history & core values, purpose, goals, and objectives
- Ability to align committee commission and responsibilities to the IAAP strategic plan
- Ability to make sound decisions and think strategically
- Understands the committees role within IAAP and how it relates to IAAP as a whole

## COACHING, MENTORING AND RELATIONSHIP BUILDING

- Remains open & responsive to coaching and feedback
- Demonstrates awareness and commitment conflict resolution
- Demonstrates brand ambassadorship and professional advocacy
- Builds trust and maintains relationships and confidentiality in support of the committee

# COMMITTEE MEMBER



## SUCCESSION AND TRANSITION PLANNING

- Committed to successful leadership transitions by facilitating smooth knowledge transfer via on-boarding and off-boarding
- Builds a robust and diverse leadership pipeline
- Understands and upholds IAAP's leadership culture
- Provides feedback about committee effectiveness to ensure future improvements

## LEADERSHIP CHARACTER AND COMPETENCE

- Demonstrates and facilitates inclusion
- Demonstrates capacity for emotional intelligence through self-management and relationship building
- Demonstrates engagement through reliability, availability, and accountability
- Serves as a positive role-model by accepting and demonstrating personal responsibility