



Montreat 360 Competencies and Skills

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8 Competencies

Communication (C)

Effectively communicating your idea clearly and confidently to others through reports, letters, public speaking, emails, etc. This person is able to articulate thoughts appropriately with a wide variety of individuals.

Critical Thinking (CT)

Critical thinking is disciplined thinking that is clear, rational, open-minded, and informed by evidence

Ethical Judgment & Reasoning (E)

Ethical judgment is demonstrated by making good decisions in your personal and professional life and acting with integrity by aligning actions with beliefs about what is right and wrong.

Intercultural & Global Fluency (I)

Global and intercultural fluency is needed in contemporary society to successfully navigate increasingly diverse and globally interconnected workplaces.

Leadership (L)

Leadership involves using interpersonal skills, managing personal emotions, coaching, and developing others, along with organizing, planning, and delegating work. This person is able to manage his/herself as well as leverage the strengths of others to achieve common goals. (Based on the Leadership Challenge framework developed by Kouzes and Posner)

Responsibility & Integrity (R)

Employers rely on the responsibility and integrity of their employees to accomplish the work and drive the success of every person and organization.

Teamwork (TW)

Building collaborative relationships with colleagues and customers representing diverse cultures, races, ages, genders, religions, and viewpoints. This person is able to work within a team structure and can negotiate and manage conflict.

Technology (T)

Adapting effectively to new and emerging technology and choosing appropriate digital tools to accomplish tasks and goals.



32 Skills

*	Skill	Definition
R	Accept Personal Accountability	Being willing to accept the appropriate level of accountability for tasks, acknowledging the impact of your actions on others.
R	Act with Self-Control and Integrity	Demonstrating self-management in how and when tasks are completed. Doing what you say you will do and maintaining high standards builds trust.
C	Active Listening	Ability to pay attention and understand what is being said, respond appropriately, and provide feedback.
T	Adapt to New Technology and Cyber Threats	Ability to navigate emerging technology to support personal productivity, safeguard privacy, and to identify and defend against cybersecurity threats, such as social engineering attacks.
I	Appreciation and Valuing of Difference	Recognizing the value in the stories and experiences of others. Understanding that engaging difference does not have to result in disagreement or conflict. Developing mutual respect.
TW	Build Relationships	Ability to demonstrate a comprehensive understanding of the factors which contribute to interpersonal relationships such as self-disclosure, perspective taking, empathy, trust, and communication.
L	Challenge the Process	To challenge the process is to recognize and support new ideas for progress. If an organization is to innovate, grow, and improve, it is sometimes necessary to experiment and risk failure. Effective leaders will learn from their failures as well as their successes.
I	Civic & Social Engagement	Thoughtfully using one's talents and efforts for the mutual benefit and flourishing of others.
CT	Communicate Graciously	Ability to focus on communicating ideas graciously so they can effectively and precisely engage with the world.
TW	Contribute to a Common Goal	Ability to take individual responsibility for assigned tasks and working together to achieve a common purpose.
E	Decision Making	Making choices consistent with values by gathering relevant facts, considering the actions involved, and evaluating the potential consequences, choosing, and committing to best ethical course of action.
R	Demonstrate Commitment and Work Ethic	Showing others that you will follow through and take the actions needed to initiate and complete goals, pushing through any obstacles.
T	Develop Positive Digital Communities	Demonstrate and promote safe and healthy use of digital tools and online behaviors to connect, empathize, and relate with others
I	Developing Equitable Environments	Leveraging one's own qualities and skills to create spaces marked by fairness and impartiality. Welcoming every person's full participation in all manners of public life. Striving for justice.
L	Enable Others to Act	To enable others to act is the acknowledgement that "leadership is a team effort". An effective leader fosters collaboration and builds trust. Effective leaders create conditions in which others can do good work, take risks, and create change.
L	Encourage the Heart	To encourage the heart is to genuinely care for others and to demonstrate that care through one's actions. Effective leaders show appreciation for the contributions made by others and create a culture of celebration. Acts of encouragement visibly and



		behaviorally make a connection between performance and rewards.
E	Ethical Communication	Ensuring honest communication by providing accurate information, honoring confidentiality, acknowledging contributions of others, and using copyrighted material appropriately.
I	Global and Cultural Perspective	Moving beyond focusing on self-identity toward understanding how one's own background relates to the histories and lived experiences of others. Recognizing the implications of the increasing interconnectedness of the modern world.
TW	Incorporate Diverse Perspectives	Ability to identify and respect differences in others, practice perspective taking, and utilize differences to work collaboratively and equitably.
L	Inspire a Shared Vision	To inspire a shared vision is to imagine future possibilities and to draw others to share ownership by creating in the "a desire to make something happen, to change the way things are, to create something that no one has ever created before".
CT	Learn and Problem Solve	Ability to separate relevant and irrelevant information, integrate multiple sources of information to solve problems, and learn and apply new information to solve real-world issues.
TW	Manage Conflict	Ability to demonstrate awareness of conflict management styles and apply effective approaches to interpersonal problem-solving.
R	Manage Time and Workload	Making the effort to juggle responsibilities appropriately and organize yourself so tasks are accomplished.
L	Model the Way	To model the way begins with self-awareness, clarity about one's values, and the ability to articulate them to others. In addition, effective leaders will align those values with their behaviors. Leaders earn the right to lead and help others to align with their values by being honest, forward thinking, competent, and inspiring.
C	Public Speaking	Ability to adapt style to various formats (i.e., discussion, debate, dialogue) and audiences.
I	Self-Identity Formation	Cultivating an awareness of one's own geographic, historic, ethnic, and cultural background.
E	Social Responsibility	Prioritizing the common good through choices; demonstrating sensitivity to social, environmental, and economic issues.
R	Take Ownership of Results	Acknowledging openly both the strengths and mistakes of your work, even when it means facing consequences.
CT	Think Creatively	Identify or derive alternative interpretations of data or observations, recognize new information that might support or contradict a hypothesis, explain how new information can change their understanding and ability to address a problem.
T	Use technology to create efficiencies	Ability to perform file management and organization tasks using functions and features in computer software such as work processing, spreadsheets, presentation graphics, and online learning systems.
C	Verbal Articulation and Expression	Ability to express thoughts and ideas clearly and effectively.
C	Writing	Ability to express thoughts, ideas, and facts in writing; write and edit memos, letters, reports, and emails clearly and effectively.

