

Competencies: Executive Level Expertise

Instructions: Please choose your personal management level by and record your chosen level (1 through 4) on page 3.

1. Change Management/Orientation

Definition: Managing resources and interrelationships to achieve successful implementation of change processes and strategies.

Level 1 Gives commitment and involves self in the change process. Contributes to change strategies.

Level 2 Involves all parties in own area of responsibility and encourage their commitment to the change project. Contributes to change strategies.

Level 3 Takes responsibility and ownership for change processes and strategies, in more than one area of change. Manages people through stages of change.

Level 4 Separates self to provide an overview for the change in its larger context. Manages conflict caused by change. Develops and implements change strategies and provides direction.

2. Consultive Approach

Definition: Adopting a style of decision-making that allows for input of others, considering the impact of decisions and keeping others informed.

Level 1 Is open to input from other key players before making decisions.

Level 2 Establishes the need for and the degree of consultation required; seeks input from a range of key stakeholders; informs all involved of the decision made.

Level 3 For major decisions, seeks input from all relevant internal/external stakeholders to ensure all aspects of the decision are thoroughly considered. Considers the impact of decisions on all affected areas.

Level 4 Employs astute political judgment to involve all relevant stakeholders in major decisions; recognizes multiple agendas and makes/communicates final decision in ways that foster maximum ownership and minimum resistance.

3. Delegation

Definition: Delegating tasks or responsibilities providing adequate instruction and resources and managing the progress.

Level 1 Delegates routine work ensuring adequate instruction and monitors progress.

Level 2 Delegates substantial tasks selecting staff, providing instructions and managing progress.

Level 3 Delegates responsibility and accountability for major work and decision making, based on clear criteria of staff competency and interest.

Level 4 Delegates and monitors progress of broad objectives to a team with diverse skills.

4. Developing People

Definition: Placing importance on developing others and using a range of strategies to enhance peoples' performance.

Level 1 Provides direction on correct performance of tasks and assigns challenging tasks that will help people develop their skills.

Level 2 Provides timely constructive feedback and coaching that facilitates improvement and builds self-esteem.

Level 3 Actively coaches direct reports in how to get the most learning from an assignment; encourages people to invest time in relevant training.

Level 4 Systematically promotes development of people by holding others accountable for competency enhancement; provides a range of assignments and invests resources for learning.

5. Empowering Others

Definition: Communicating trust and confidence in others, spurring them to exercise initiative and take responsibility.

Level 1 Clearly outlines what is required for routine, defined tasks; clarifies levels of responsibility and accountability; conveys confidence in staff's ability to succeed.

Level 2 For more complex tasks, outlines expected results, responsibility and accountability; sanctions independent, autonomous action within specific boundaries.

Level 3 In less defined situations, sanctions others taking calculated, informed risks; ensures all stakeholders are aware of the responsibility/accountability given to staff.

Level 4 In highly complex or ambiguous situations, allocates responsibility and accountability in line with staff competency; encourages informed risk-taking; encourages others to provide solutions, not just identify problems.

6. Hands On Approach

Definition: Maintains current knowledge and interest in activities of direct reports or functional areas and is accessible to assist direct reports with problems.

Level 1 Demonstrates current working knowledge of relevant issues in own area of accountability.

Level 2 Is accessible to staff within area of accountability, irrespective of position; keeps up-to-date with activities of own area and dynamics and other relevant areas.

Level 3 Develops and maintains a system of activity and communication which enables being kept in touch without detracting from achieving strategic accountabilities.

Level 4 Acts as role model for other leaders in maintaining an in-depth awareness of own area and others; demonstrates good working knowledge of current issues in areas with strategic links to own.

7. Leading Others/Motivating

Definition: Using appropriate interpersonal styles and methods to inspire and guide individuals or groups towards goal achievement.

Level 1 Engenders a sense of unity and teamwork. Works within a team to lead and motivate through shared leadership.

Level 2 Communicates a sense of direction. Guides others to meet those agendas. Leads from the front in small to medium areas of responsibility. Encourages others to work together towards a common goal.

Level 3 Determines and directs agendas for others. Leads by collaboration and facilitating own large groups and areas of responsibility. Demonstrates awareness of how to use other leadership styles.

Level 4 Leads by example. Provides clear expectations and direction. Causes people to believe what they do makes a difference. Uses different leadership styles effectively to achieve objectives.

8. Performance Management

Definition: Setting clear goals; assigning responsibilities; measuring performance and managing feedback to achieve quality and timely results.

Level 1 Identifies clear targets and objectives for own position and establishes methods for measurement and feedback.

Level 2 For own team members, establish mutual objectives and targets; develops and maintains system for team performance measurement and feedback.

Level 3 Provides clear feedback on performance on a formal and informal basis; empowers staff to take corrective action; develops an environment that creates positive behavior change, rewards and acknowledges success.

Level 4 Instills a performance-based culture when required, takes disciplinary action in ways that minimize adverse circumstances, emphasizes mutual respect and secures the best outcome for the organization.

9. Tough-Mindedness

Definition: Standing firm when making decisions or carrying out action even when these are unpopular.

Level 1 Communicates own viewpoint and opinion in clear terms to immediate team.

Level 2 In adverse or difficult circumstances, clearly articulates own position to team members and others and stands by this in the face of opposition.

Level 3 Makes tough decisions that are in the best interests of the business without procrastinating or succumbing to undue pressure.

Level 4 Is astute in making and standing by decisions that will serve the long-term interests of the business despite encountering strong resistance. Manages the communication and implementation of these decisions to counter opposition and maximize acceptance.

10. Visionary

Definition: Creating a vision or direction for the team, which is both compelling and challenging and inspiring others to work towards it.

Level 1 Contributes to the vision of the team. Works collaboratively towards it.

Level 2 Outlines a clear direction for team members and motivates them towards important goals.

Level 3 Articulates a clear strategic vision, generates enthusiasm in others and implements strategy to gain the support of people in the department or organization.

Level 4 Creates a compelling vision that breaks new ground; constantly communicates the strategic vision and is a role model for energizing others to work towards that vision.

Record your expertise level below for each competency:

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