

Typical Management Competencies

Every position is unique. Hiring supervisors need to find the person who best meets the needs of the department for each job opening.

Hiring people who will be supervising others can be an especially difficult task. They must have the technical expertise required for your group, as well as possess the interpersonal, organizational and communication skills needed to effectively lead others.

Good managers often have many qualities in common. Below is a list of competencies or characteristics that generally lead to good management skills. Consider how well management job applicants have demonstrated the following capabilities in their previous position. (Please see Behavioral Interviewing (.pdf) for examples of questions that can help you to evaluate applicants' competency in these areas.)

Typical Management Competencies

Analysis	Individual Leadership (Influence)	Oral Communication
Customer Service Orientation	Initiative	Organizational Awareness
Delegation	Judgment	Quality Management
Developing Organizational Talent	Managing Work	Teamwork
Empowerment	Maximizing Performance	Written Communication
Follow-up	Negotiation	

Analysis

Securing relevant information and identifying key issues and relationships from a base of information: relating and comparing data from different sources: identifying cause-effect relationships. Computer programs can be designed to analyze hypothetical or real situations, and the typical assumption is that the analysis will be correct or appropriate. Experts in the field, however, always are aware of the fact that, like analyses conducted by "real-live" people, inputting erroneous or insufficient information can lead to poor-quality analysis. Individuals who take the time to gather and organize needed facts find their analysis process and decision making easy, efficient, high caliber, and successful. The person who analyzes effectively identifies issues/problems, gathers information, and organizes information.

Key Behaviors

- Identifies Issues and Problems
 - Reviews reports or other documents to identify problems
 - Recognizes symptoms that indicate a problem is more significant than anticipated
 - Uncovers trends or issues in numerical or financial data
- Gathers Information
 - Recognizes the need to obtain more or higher quality information
 - Gathers relevant information
 - Uses appropriate methods and sources for obtaining information
- Organizes Information
 - Asks questions to better understand problems
 - Relates seemingly disparate pieces of information
 - Integrates information and data in a way that makes their meaning and implication clear
 - Analyzes numerical data appropriately

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Customer Service Operation

Making efforts to listen to and understand the customer (both internal and external); anticipating customer needs; giving high priority to customer satisfaction.

Increasingly, organizations are distinguishing themselves in the marketplace as much by the caliber of their customer service as the quality of their products. And, customer service doesn't only mean serving the buyer of our service. Individuals, departments, and operating units within organizations deal with each other as internal customers and suppliers. The role of the customer service person is critical because, to customers (internal and external), an organization is only as competent, knowledgeable, responsive, and reliable as the person with whom they interact most frequently. Research shows that customers return to organizations that provide excellent service, and that these organizations are more successful and profitable. Members of successful organizations see their internal and external customers as an investment, and recognize customer service as a powerful tool for maintaining or increasing that investment.

A person who exhibits effective customer service orientation skills defines customer needs, confirms that needs are met, and meets or exceeds expectations.

Key Behaviors

- Defines Customer Needs
 - Asks questions or analyzes information to determine needs, problems, or requests
 - Provides appropriate information to elicit or help clarify needs
 - Summarizes to check understanding
 - Apologizes for misunderstandings, inconveniences, or mistakes.
 - Asks the customer for help in solving problems or disagreements
- Confirms that needs are met
 - Asks questions to ensure customer satisfaction
 - Follows up with customers after handing their problems or requests

- Thanks the customer
- Meets or Exceeds Expectations
 - Manages customer expectations by making only reasonable commitments
 - Meets or exceeds the customer's practical and personal needs
 - Takes action to remedy misunderstandings, mistakes, or inconveniences
 - Informs, in a timely manner, affected customers of changes

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Delegation

Allocating decision making authority and task responsibilities to appropriate employees; utilizing employees' time, skills, and potential effectively.

In today's business environment, managers must achieve significant results with fewer human resources, requiring that they redirect their efforts and those of their subordinates. Consequently, most managers and supervisors must assign work to others. Allocating tasks, responsibility, and authority in ways that achieve results and develop employees' talents and skills means relinquishing some control and sharing authority. Comprehending and internalizing this concept of empowerment is the key to developing the participate management style required in today's work place.

The person who delegates effectively delegates tasks, targets, delegates with clarity, and delegates responsibility/action.

Key Behaviors

- Delegates Tasks
 - Identifies and recognizes opportunities to delegate
 - Assigns responsibility for action and/or authority to make decisions
 - Displays trust and confidence in staff members that assigned tasks will be completed satisfactorily
- Targets
 - Conveys persuasively the purpose and importance of the delegated task
 - Considers organizational values, employee's expertise and past contributions, and opportunities for development when delegating assignments
- Delegates with Clarity
 - Gives appropriate guidance and instruction
 - Provides staff with the resources and support to complete assignments
 - Assigns tasks clearly, detailing required actions, constraints, deadlines, anticipated problems, and resource suggestions
- Delegates Responsibility Action
 - Delegates responsibility and decision making to employees and demonstrates willingness to give up part of own authority and job responsibilities
 - Provides the level of authority needed to accomplish end results
 - Gains employees' commitments to accepting new responsibilities

Developing Organizational Talent

Developing employees' skills and competencies by planning effective development activities related to current and future jobs.

Helping others develop their organizational talent is one of the most important responsibilities of a manager as well as a rewarding and challenging experience. Working with others to develop their professional growth enhances job motivation, maximizes potential, and contributes to overall organizational effectiveness and success. The ability to recognize potential and develop talent becomes more important as a person progresses in the organization.

A person who develops organizational talent effectively establishes goals and activities, creates opportunities, and manages development.

Key Behaviors

- Establishes Goals and Activities
 - Diagnoses strengths and developmental needs.
 - Involves employees in development planning.
 - Sets developmental goals and matches activities to those goals.
 - Evaluates or structures developmental activities to make sure they incorporate sound learning principles.
- Creates Opportunities
 - Creates opportunities for on-the-job application of newly learned skills.
 - Cross-trains employees to broaden their experience and develop potential.
 - Delegates for developmental reasons; assigns special projects.
 - Implements planned developmental activities.
- Manages Development
 - Provides coaching, feedback, and reinforcement.
 - Supports employees' training by coaching, modeling, and refining skills they learned in training programs.
 - Considers how decisions affect employee development.
 - Limits or eliminates barriers to development and handles developmental discussions effectively.

Empowerment

Creating a sense of ownership of jobs or projects by providing clear expectations, control of resources,

responsibilities, and coaching; offering help without removing responsibility.

The effective manager extends influence and power to employees by sharing with them the control and responsibility for issues such as work environment, department projects, decision making, and problem solving. Strengthening and empowering others by delegating, trusting, rewarding talent, and building teams is critical to a leader's success. Such empowerment promotes a feeling of ownership and builds commitment.

The person who empowers provides support, expands responsibility, communicates openly, adjusts assignments to fit the person, establishes self-feedback systems, and effectively coaches.

Key Behaviors

- Provides Support
 - Provides the resources and encouragement to complete assignments.
 - Trusts people with critical work assignments involving important issues.
 - Demonstrates confidence that assignments will be completed satisfactorily.
 - Ensures that people and their efforts are recognized.
 - Creates a work environment that enhances career development opportunities.
 - Thanks people for their efforts and participation.
 - Helps employees build organizational networks that will help meet their job objectives.
- Expands Responsibility
 - Gives people assignments that offer greater decision making power and accountability.
 - Involves people in planning strategies for meeting department goals without removing responsibility.
- Communicates Openly
 - Ensures that roles and responsibilities are adequately defined and understood.
 - Clearly defines departmental and/or divisional goals.
 - Shares information with staff through frequent, open, quality, two-way communication.
 - States guidelines and limitations (for example, time, scope, budget) of assignment.
 - Summarizes information or progress to clarify understanding.
 - Reviews details, discussion outcomes, proposals, and next steps to be taken.
- Adjusts Assignments to Fit the Person
 - Makes assignments based on individuals' skills, interests, and motivations.

- Ensures that people receive assignments that will help them develop needed skills.
- Establishes Self-feedback Systems
 - Develops systems for individuals to monitor their progress and development, such as milestones and alternative feedback sources.
 - Makes sure that people understand the scope of the projects on which they are working so they can monitor their behavior accordingly.
- Effectively Coaches
 - Provides guidance and coaching without removing individuals' responsibility for improvement.
 - Helps people solve problems rather than provide them with the answers.

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Follow-Up

Establishing procedures to monitor the results of delegations, assignments, or projects; taking into consideration the skills, knowledge, and experience of the assigned individual and characteristics of the assignment or project.

Because of the volume of work in most organizations, individuals must trace and regulate work, tasks, and activities. It is particularly important for managers to set up procedures for following up on actions, results, and adherence to guidelines because most activities occur simultaneously. Establishing a system for tracking how and when objectives are met enables people to manage projects and personnel within their area of responsibility.

An individual who follows up effectively monitors and regulates activities.

Key Behaviors

- Monitors Activities
 - Compiles relevant tracking material.
 - Collects and reviews activity and work progress reports.
 - Observes work progress.
 - Observes outputs to verify the effectiveness of the work process and quality of the product.
 - Monitors telephone, mail, and electronic mail for updates and messages.
- Regulates Activities
 - Establishes work processes and systems that are appropriate, feasible, and efficient.
 - Convenes staff meetings to review progress and share information.
 - Maintains accurate and thorough notes on meetings, discussions, and phone calls.

- Meets with individuals regularly to discuss the status of their assignments.
- Conducts regular performance review discussions.
- Eliminates barriers affecting information monitoring systems.

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Individual Leadership (Influence)

Using appropriate interpersonal styles and methods to inspire and guide individuals toward goal achievement; modifying behavior to accommodate tasks, situation, and individuals involved.

In today's workplace, people at all levels are being empowered to make and act on decisions that affect peers, leaders, and members of other groups, departments, or teams, as well as suppliers and customers. More than ever before, people need the skills to influence others so that ideas for improvement are communicated clearly and implemented successfully.

An individual who exhibits strong leadership skills establishes rapport, seeks information or suggestion, develops ideas, gains commitment, checks for understanding and agreement, and acknowledges people and concerns.

Key Behaviors

- Establishes rapport
 - States the purpose and importance of any communication or interaction.
 - Presents useful information.
 - Explains the specifics and benefits of an idea or proposal.
 - Establishes and communicates a sense of direction.
 - Encourages others' involvement.
- Develops Ideas
 - Contributes substantive comments and solutions.
 - Expands on or explores others' ideas, suggestions, comments, and alternatives.
 - Suggests alternative courses of action.
 - Makes procedural suggestions.
- Gains Commitment
 - Clarifies actions and responsibilities.
 - Provides effective rationale for inputs.
 - Establishes follow-up.
 - Encourages people to try a new process or new ways of doing their jobs.
- Checks for Understanding and Agreement
 - Asks for support and/or approval.
 - Reviews details, discussion outcomes, proposals, and follow-up action.
 - Summarizes progress and clarifies information to ensure understanding.
- Acknowledges People and Concerns
 - Maintains or enhances others' self-esteem.
 - Responds with empathy.

- Discloses own feelings, issues, and/or reservations.
- Expresses appreciation of others' effort and participation.
- Adapts approach or style to the individual(s) involved.
- Recognizes others' ideas and contributions.
- Seeks Information or Suggestions
 - Requests relevant data from others.
 - Asks questions to challenge others' thinking and to gain agreement.

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Initiative

Asserting ones influence over events to achieve goals; self-starting rather than accepting passively; taking action to achieve goals beyond what is required; being proactive.

People with initiative identify opportunities for improvement in their work and propose alternatives and solutions. Self-starters and achievers, they are open to new ideas, methods, and challenges and recognize others' creativity and contributions. These enterprising individuals view mistakes as learning opportunities, engage in constructive disagreement and debate, and objectively consider their views and those of others. As initiators, they are willing to take the first step in going above and beyond what is required.

A person with initiative promotes improvement and generates ideas.

Key Behaviors

- Promotes Improvement
 - Identifies ways to make the job easier or more cost effective.
 - Views problems as challenges for generating new ideas.
 - Considers unique combinations and applications of existing products, services, procedures, and equipment.
 - Welcomes novel ideas; looks beyond common solutions and tried and true methods.
 - Looks at problems and/or opportunities from several points of view (customer, organization, supplier, producer, etc.).
 - Applies continuous improvement principles consistently.
- Generates Ideas
 - Formulates several possible solutions or courses of action for problems or opportunities.
 - Uses available data innovatively to solve a problem.
 - Uses idea-generating techniques (e.g., brainstorming) effectively.
 - Utilizes information techniques, and approaches from unrelated areas or disciplines to achieve a goal.

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Judgement

Committing to an action after developing alternative courses of action that are based on logical assumptions and factual information and that take into consideration resources, constraints, and organizational values.

Each day, individuals make decisions and recommendations for action. Good judgment helps ensure the success of those actions, results in consistently achieving goals, and has a positive effect on the organization.

The person who exercises good judgment considers alternatives and makes appropriate decisions.

Key Behaviors

- Considers Alternatives
 - Recognizes and considers various solutions to problems or situations.
 - Remains open to discussing decisions and to modifying a course of action during implementation, based on results and/or new information.
 - Looks at multiple factors and all pertinent facts, including customers' needs, feasibility, due dates, costs, and organizational perspectives, policies, and capabilities.
 - Checks assumptions against facts.
 - Anticipates the results of proposed courses of action, including potential short- and long-term benefits, risks involved, effect on customers, and resources and time required.
- Makes Appropriate Decisions
 - Takes action or makes decisions to solve a problem.
 - Makes recommendations to higher levels within the organization.
 - Makes decisions not covered by organizational policies or procedures.
 - Recommends work procedures, policies, or systems. In area of assigned responsibility.

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Managing Work

Establishing a course of action for self and/or others to accomplish specific goals; planning proper assignments of personnel and appropriate allocation of resources.

In today's hectic work environment, people often feel overwhelmed by situations or events that are beyond their control. People who manage their jobs well, however, rarely feel inundated because they differentiate between situations they can control and those they cannot. They work on controllable objectives first, which increases their effectiveness and enables them to handle situations beyond their sphere of influence. Effectively managing work, therefore, simply involves categorizing tasks according to their controllability and organizing the time spent on them.

A person who manages work efficiently and effectively identifies priorities, manages time, effectively plans, and establishes organized procedures.

Key Behaviors

- Identifies Priorities
 - Determines critical tasks.
 - Establishes priorities systematically, differentiating between urgent, important, and unimportant tasks.
 - Adjusts work plans according to changing priorities, needs, and tasks.
 - Changes priorities and/or eliminates tasks based on conditions or needs (customer, organizational, departmental, personal).
- Manages Time
 - Plans use of own time to accomplish a variety of tasks, avoiding and/or resolving schedule conflicts.
 - Sets aside adequate time to prepare for scheduled meetings and events.
 - Schedules others' projects, tasks, or work.
- Effectively Plans
 - Estimates time and effort required to complete a task.
 - Prepares plans for projects or major assignments (including tasks, resources, and time frames).
 - Coordinates the work of peers, staff, and/or vendors.
- Establishes Organized Procedures
 - Organizes materials, files, and required resources within work area.
 - Establishes measurable results objectives and milestones for self and/or others.
 - Uses a "to do" list, task plan, calendar, tickler file, work log and similar planning tools to note future events, action plans, deadlines, etc.
 - Develops and, where appropriate, distributes schedules and timetables with clear, specific milestones and deadlines.

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Maximizing Performance

Establishing performance/development goals, coaching performance, providing training, and evaluating performance.

Effective managers define job expectations for their employees, coach for success, and evaluate performance. Maximizing performance involves daily feedback, training, and coaching, which allow employees to improve at their jobs and grow as individuals. It is important for managers to set goals with employees and encourage them to meet these goals, while providing the necessary coaching and support. Because it is also important for employees to know if their on-the-job performance is meeting expectations, managers should provide both positive and corrective feedback frequently. Making this feedback a common part of effective performance management lets teammates feel a part of their own development, resulting in fewer misgivings or "surprises" at evaluation time.

An individual who demonstrates effective maximizing performance skills establishes performance goals, coaches, and reviews/evaluates performance.

Key Behaviors

- Establishes Performance Goals
 - Identifies the required performance level for each objective and requirement of the job.
 - Accurately identifies individual strengths and developmental needs.
 - Sets clear and agreed-upon performance goals and standards.
 - Ties goals to departmental and organizational objectives.
 - Develops action plans with employees to encourage success on future challenges.
 - Encourages involvement.
 - Communicates the importance of establishing performance goals.
 - Builds and implements values and practices into daily operations.
 - Clearly communicates excellence as a standard.
- Coaches
 - Coaches for success and improvement.
 - Provides necessary resources and training to meet goals.
 - Builds an employee's ability to manage himself/herself.
 - Provides opportunities for practicing new skills and developing behaviors.
 - Maintains or enhances self-esteem.
 - Provides timely feedback (both positive and corrective) on performance.
 - Asks others for their suggestions for solving performance problems.
 - Encourages initiative.
 - Recognizes behaviors that indicate progress toward goals.
- Reviews Evaluates Performance
 - Compares actual to expected performance.
 - Reviews successes and problems.
 - Evaluates performance against established performance expectations.
 - Summarizes performance discussions.
 - Expresses confidence, as appropriate.

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Negotiation

Effectively exploring alternatives and positions to reach outcomes that gain all parties' support and acceptance.

Successful outcomes depend on the ability to gain acceptance and commitment to actions and ideas. Skilled negotiators achieve better results, get more mileage out of authority, and become more powerful and influential in their organizations. Effective negotiators are satisfied in knowing they never give up more than they have to or settle for less than they should they use productive behaviors to come to agreement efficiently and with a minimum of conflict.

An individual who practices effective negotiation identifies issues, explores, clarifies, presents information, discloses, compromises, and intervenes in arguments.

Key Behaviors

- Identifies Issues
 - Identifies issues and concerns of all parties.
 - Defines and evaluates specific points of agreement and disagreement.
- Explores
 - Asks questions to determine each party's specific needs or key issues.
 - Offers initial positions to test the willingness of others to compromise.
 - Presents several alternatives for each party's consideration.
 - Rephrases positions in objective terms.
- Clarifies
 - Organizes facts to support a position.
 - Asks questions to clarify each party's position; asks other parties to elaborate on their position.
- Presents Information
 - Identifies a basis for compromise or a new position.
 - Summarizes opposing viewpoints in an organized, unbiased manner.
- Discloses
 - Presents own position openly, including the situation and its cause.
 - Expresses a willingness to compromise on certain issues and clearly states points on which compromise would be difficult.
- Compromises
 - Evaluates potential trade-off or compromise solutions.
 - Ensures that compromise positions satisfy all parties.
 - Demonstrates a clear willingness to find win-win solutions.
- Intervenes in Arguments
 - Summarizes points of agreement and disagreement in behavioral, not emotional, terms.
 - Keeps arguments issue oriented.

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Oral Communications

Expressing ideas effectively in individual and group situations (including nonverbal communication); adjusting language or terminology to the characteristics and needs of the audience.

The way in which ideas, recommendations, and decisions are presented plays an important role in job success. Because oral communication involves exchanging information as well as speaking, it requires the ability to understand an audience as well as address it. Effective communication creates credibility based on respect and trust. Articulating issues clearly helps express and generate enthusiasm, solve problems, deal with conflict, implement change, and exercise control while saving time and energy. Although effective oral communication is part of every job, speaking clearly and concisely increases in importance with each level up the organizational ladder.

The person with effective oral communication skills communicates with clarity/brevity, controls volume/rate, communicates nonverbally, and expresses confidence.

Key Behaviors

- Communicates with Clarity Brevity
 - Simplifies complex processes, rules, projects, or situations by breaking them down into manageable pieces of information.
 - Presents ideas in a clear, concise, organized, and persuasive manner.
 - Uses words and phrases accurately.
 - Adapts vocabulary and presentation pace to the educational level and experience of the audience.
- Controls Volume Rate
 - Speaks at an appropriate speed, volume, tone and pitch.
 - Varies speed, volume, tone, and pitch to keep listener attention and emphasize key point.
- Communicates Nonverbally
 - Demonstrates attentiveness to reactions and feelings expressed by others.
 - Maintains eye contact with all listeners.
 - Makes effective use of gestures, posture, and facial expressions.
- Expresses Confidence
 - Displays confidence in presenting facts and information.
 - Maintains composure and handles questions and objections comfortably.
 - Speaks with assurance without being intimidating.

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Organizational Awareness

Understanding and using the organization's structure, operations, decision making channels, planning processes, and financial budgeting/control systems to identify potential organizations problems and opportunities.

A manager never operates in isolation. He/She must keep informed of organizational policies, procedures, and directions in order to efficiently and effectively achieve goals in his/her work unit.

The person who is organizationally aware uses structure and recognizes needs.

Key Behaviors

- Uses Structure
 - Understands organizational systems, procedures, and policies.
 - Directs requests by members of the organization or outside representatives to the correct person.
 - Uses organizational awareness to identify potential business problems and opportunities.
 - Effectively uses the organizational structure to solve business problems.
- Recognizes Needs
 - Directs the needs of internal customers and suppliers to appropriate resources within the organization.
 - Identifies potential conflicts between departments or constituencies within the organization.

Quality Management

Understanding the concepts and philosophies of total quality management and applying them in own area of responsibility.

Total quality management is critical to an organization's success in today's business environment. To achieve total quality, each person in the organization must adopt quality as a personal responsibility. Managers have an additional responsibility - to set an example by building quality into everything they do.

An individual who practices quality management analyzes requirements, involves others, coaches for improvement, builds in quality, and provides developmental support.

Key Behaviors

- Analyzes Requirements
 - Collects data on customer requirements for quality goods and services.
 - Gathers information on the effectiveness of processes or procedures and identifies areas that need improvement.
- Involves Others
 - Seeks others' help and support in process improvement efforts.
 - Asks for feedback about efforts to improve quality.
- Coaches for Improvement
 - Encourages staff members to work toward total quality.
 - Coaches staff members in following a systematic improvement process.
- Builds in Quality
 - Provides the resources and support required to build in quality at the beginning of a project.
 - Emphasizes quality in all processes and procedures.
 - Creates an environment that fosters continuous improvement.
- Provides Developmental Support
 - Evaluates performance against quality standards to identify developmental needs.
 - Builds awareness and provides training to enhance and support continuous improvement efforts.

Teamwork

Working effectively with others in the organization outside of formal authority (such as peers in other units or senior management) to accomplish organizational goals and to identify and resolve problems.

Because most work requires the input and cooperation of others, individuals find themselves in challenging relationships - with managers, peers, teammates, customers, suppliers, or project teams - that require considerable collaborative skills. The ability to work as a member of a team, therefore, is essential for utilizing people and resources effectively and accomplishing optimal results.

The person who works well with others as part of a team, contributes ideas, disagrees tactfully, shares success, and actively listens.

Key Behaviors

- **Contributes Ideas**
 - Expands on others' ideas
 - Gives/Seeks input from others in formulating plans for recommendations.
 - Helps people solve problems and accomplish goals.
 - Shares information, ideas, and suggestions.
 - Notifies others, in a timely manner, of changes or problems.
- **Disagrees Tactfully**
 - States personal opinions and/or disagrees tactfully.
 - Defines problems in a non-threatening manner.
- **Shares Success**
 - Shares credit for good ideas with others.
 - Acknowledges other's skills, experience, creativity, and contributions.
- **Actively Listens**
 - Listens patiently to others in conflict situations.
 - Acknowledges people's feelings, concerns, opinions, and ideas.
 - Responds to suggestions for identifying and accomplishing goals and solving problems.

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Written Communication

Expressing ideas clearly in memoranda and letters that have appropriate organization and structure, correct grammar, and language and terminology adjusted to the characteristics and needs of the audience.

Important communications in an organization typically appear in written form: policies, procedures, reports, directions, and client correspondence. Well-written communications reduce mistakes, misdirection, and misrepresentations, and appeal to the reader's concerns and need for understanding.

An individual who is skilled in written communication communicates with clarity and logically organizes.

Key Behaviors

- **Communicates with Clarity**

- Identifies the subject and succinctly states the purpose of the communication.
- Writes clearly, completely, and concisely.
- Uses appropriate language and terminology in a tone, style, and format suited for the message and the audience.
- Logically Organizes
 - Establishes the value and benefits of the communication.
 - Develops a structure for presenting ideas in a logical sequence, making transitions from one point to another.
 - Summarizes main points.
 - Provides a conclusion or recommendation that is consistent with the message.

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