<table>
<thead>
<tr>
<th>Organizational Competency #1: Advancing the Mission</th>
<th>Organizational Competency #2: Building Relationships/ Interpersonal Skills</th>
<th>Organizational Competency #3: Creative Problem Solving/Strategic Thinking</th>
</tr>
</thead>
<tbody>
<tr>
<td>Definition: Demonstrates ability to operate effectively in a manner consistent with the University of Michigan mission and culture; demonstrates understanding of the unique issues related to higher education.</td>
<td>Definition: Values organizational diversity; treats others with respect; promotes cooperation; effectively manages relationships</td>
<td>Definition: Develops and creates ideas, processes and approaches that shape the future; takes risks and makes decisions based on facts; uses analysis and critical thinking skills to solve problems; ensures that decisions are aligned with articulated strategic directions of management.</td>
</tr>
<tr>
<td>Level 1 – Acting in leadership roles, demonstrates understanding of their primary constituency group in the organization and understands how that group relates to other groups</td>
<td>Level 1 – Maintains positive relationships inside and outside of work group, manages differences constructively</td>
<td>Level 1 – Effectively solves problems, improves work environment</td>
</tr>
<tr>
<td>• Articulates the mission and describes the structure of the organization</td>
<td>• Interacts with people in a friendly, open, accepting manner.</td>
<td>• Defines a problem, analyzes causes, targets possible solutions, selects the best solution and develops action plans</td>
</tr>
<tr>
<td>• Realizes tasks through the formal and informal structures and hierarchies in the University or Health System setting (e.g. effectively navigates through and around channels)</td>
<td>• Demonstrates respect for the opinion of others.</td>
<td>• Continually evaluates existing processes, products or services and uses creativity to improve upon them</td>
</tr>
<tr>
<td>• Ensures that procedures, policies and the actions of staff are in alignment with relevant codes of conduct</td>
<td>• Works together to enhance team goals/objectives.</td>
<td>• Anticipates problems, takes advance actions, solicits resources to solve them</td>
</tr>
<tr>
<td>Level 2 – Displays understanding of multiple constituency groups and works to improve collaboration between groups for the greater effects of the University/ Health System</td>
<td>• Respects diversity and values each person's contribution to the team.</td>
<td>• Builds a case for action; communicates decisions</td>
</tr>
<tr>
<td>• Fosters understanding of the issues pertaining to the specific constituency groups they serve</td>
<td>• Maintains agreed upon levels of confidentiality.</td>
<td>• Involves others in the decision-making process</td>
</tr>
<tr>
<td>• Actively participates in professional organization to stay abreast of current developments in their functional area that pertain to higher education</td>
<td>• Initiates communication and responds to others in a timely, sensitive manner.</td>
<td>•Discerns when it is necessary to seek authorization</td>
</tr>
<tr>
<td>Level 3 – Applies understanding of multiple constituency in the University to how those groups issues relate to one another to resolve problems or increase collaboration</td>
<td>• Exhibits a confident and positive attitude.</td>
<td></td>
</tr>
<tr>
<td>• Seeks out best practices in higher education and works to implement them in their unit</td>
<td>• Deals with people in an ethical/honest manner and demonstrates the ethics of the profession.</td>
<td></td>
</tr>
<tr>
<td>Level 4 – Understands the primary mission of the University and/or Health System</td>
<td>• Demonstrates politeness and empathy with others</td>
<td></td>
</tr>
<tr>
<td>• Understands and leverages the formal and informal structure or hierarchy of the organization/unit</td>
<td>• Uses formal/informal networks to accomplish tasks and objectives.</td>
<td></td>
</tr>
<tr>
<td>• Represents the organization/unit to the community</td>
<td>• Articulates the mission and describes the structure of the organization</td>
<td></td>
</tr>
<tr>
<td>• Actively participates in professional organizations to stay abreast of current developments in higher education.</td>
<td>• Initiates communication and responds to others in a timely, sensitive manner.</td>
<td></td>
</tr>
<tr>
<td>• Sets organization/unit’s Policy</td>
<td>Level 4: Conduct strategic planning; effectively implements organization change</td>
<td></td>
</tr>
<tr>
<td>Level 5: Applies understanding of primary constituency groups at the University to their job</td>
<td>• Conducts strategic planning; anticipates future or strategic trends and assesses implications for the organization/unit</td>
<td></td>
</tr>
<tr>
<td>• Builds link between the institution and the larger community (local, state, national and international)</td>
<td>• Builds consensus with key stakeholders at various stages in planning and implementing innovations or problem resolution</td>
<td></td>
</tr>
<tr>
<td>• Is recognized and called upon as an expert on University issues</td>
<td>• Determines organizational/unit readiness for change and acts in accordance with assessment</td>
<td></td>
</tr>
<tr>
<td>Sets University/Health systems Policy</td>
<td>• Strongly advocates for new ideas, processes and/or services in order to increase efficiency, quality and customer satisfaction</td>
<td></td>
</tr>
</tbody>
</table>

Source: UM Organizational Competencies (July 2007) – Managerial Level
### B&F Leadership Competencies

#### Organizational Competency #4: Communication

**Definition:** Demonstrates effective verbal, written, listening, and presentation communication skills.

<table>
<thead>
<tr>
<th>Level 1 – Communicates clearly and knowledgeably with individuals and teams</th>
</tr>
</thead>
</table>
| **1. Clearly gets point across verbally and in writing, with messages that have the desired effect**  
Applies appropriate methods of communication (e.g., email, face-to-face, etc) to achieve desired results  
Listens attentively, asks clear and relevant questions (without interrupting); paraphrases what is said  
Expresses self non-verbally showing respect, attentiveness and understanding  
Modifies own communication style in accordance with sensitivity to differences  
Speaks effectively in front of a group or team |

<table>
<thead>
<tr>
<th>Level 2 – Effectively communicates with those with differing opinions and differing levels of understanding</th>
</tr>
</thead>
</table>
| **2. Listens and paraphrases others’ differing opinions.**  
Uses open-ended questions to encourage communication  
Demonstrates advanced writing communication skills e.g. reflecting sensitivity to tone, audience and organizational/unit politics  
Persuades others with different opinions using effective strategies, arguments and materials Delivers presentations tailored to the level and type of audience |

<table>
<thead>
<tr>
<th>Level 3 – Highly effective at developing and leveraging the talents of others; makes contributions to their profession</th>
</tr>
</thead>
</table>
| **3. Creates challenging roles, responsibilities, and developmental assignments that leverage and grow the talents of others**  
Provides resources necessary for others to work in a truly self-directed manner  
Uses multiple coaching strategies that utilize the unique styles of others  
Presents to professional organization/unit, other universities, and/or private sector firms |

<table>
<thead>
<tr>
<th>Level 4 – Leads the organization to foster growth and development of organizational members; continues own professional growth</th>
</tr>
</thead>
</table>
| **4. Promotes the recruitment and selection of high caliber people of diverse cultures, backgrounds and experience from both inside and outside of the organization/unit**  
Creates challenging roles, responsibilities, and developmental assignments that leverage and grow the talents of others; conducts succession planning  
Identifies the strategic talent needs of the organization/unit and develops strategies to accomplish them  
Creates a work environment of empowerment, self direction and continuous learning  
Develops superior skills to accomplish mission critical objectives  
Serves on regional or national organization/unit, committees and/or working groups  
Develops and utilizes contacts to stay current with issues pertaining to higher education and to the organization/unit |

#### Organizational Competency #5: Development of Self and Others

**Definition:** Seeks opportunities to learn and to develop themselves and others; applies new skills/knowledge needed to add value to the performance of the organization; sets developmental goals for self and others; seeks performance feedback.

<table>
<thead>
<tr>
<th>Level 1 – Contributes to the development of others and strives to grow professionally</th>
</tr>
</thead>
</table>
| **1. Mentors staff – assigns special projects, authorizes rescheduling of work to accommodate development activities**  
Makes self available to others to discuss work issues, sharing own knowledge and expertise  
Encourages giving and receiving accurate, specific, and regular feedback  
Encourages others (both supervisors and direct reports) to provide feedback to improve one’s own efficiency  
Disseminates information gained from attending professional development opportunities  
Allocates or assists in directing use of approved resources to support development of direct reports; identifies/creates development opportunities; identifies and may approve training  
Networks with others outside of organization/unit  
Recruits and selects high caliber people of diverse cultures, backgrounds and experience from both inside and outside of the Organization/Unit |

<table>
<thead>
<tr>
<th>Level 2 – Delegates challenging tasks and decisions, strives to be in the forefront of their profession</th>
</tr>
</thead>
</table>
| **2. Delegates decisions that challenge others, and encourages others to exercise discretion and judgment**  
Seeks professional growth to be in the forefront of specialty or profession |

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</thead>
</table>
| **3. Creates challenging roles, responsibilities, and developmental assignments that leverage and grow the talents of others**  
Provides resources necessary for others to work in a truly self-directed manner  
Uses multiple coaching strategies that utilize the unique styles of others  
Uses coaching opportunities to leverage and promote the development of others  
Delivers presentations tailored to the level and type of audience |

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<thead>
<tr>
<th>Level 4 – Leads the organization to foster growth and development of organizational members; continues own professional growth</th>
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Serves on regional or national organization/unit, committees and/or working groups  
Develops and utilizes contacts to stay current with issues pertaining to higher education and to the organization/unit |

#### Organizational Competency #6: Flexibility/Adaptability to Change

**Definition:** Responds positively to and champions change to others; demonstrates an ability to incorporate innovative practices into the workplace to enhance effectiveness and efficiency.

<table>
<thead>
<tr>
<th>Level 1 – Initiates and implements change that positively impacts a department or workgroup</th>
</tr>
</thead>
</table>
| **1. Initiates and implements changes that positively impacts a department or workgroup**  
Develops action plans for change affecting a department or workgroup  
Champions change by articulating its positive effect  
Develops and implements new ways to accomplish work  
Advocates for changes that will enhance the work environment  
Develops and implements measures to track the implementation of change  
Takes corrective action when measures indicate changes are not producing the desired outcomes. |

<table>
<thead>
<tr>
<th>Level 2 – Initiates and implements change that positively impacts a unit</th>
</tr>
</thead>
</table>
| **2. Initiates and implements changes that positively impacts a unit**  
Develops and implements innovations that have impact on an organization/unit  
Determines organizational readiness for change and incorporates strategies into the change plan based on that assessment  
Articulates a compelling vision to the members of the organization  
Identifies potential resistance points and works with the members of the organization to mitigate or eliminate the concerns |

<table>
<thead>
<tr>
<th>Level 3 – Introduces innovations</th>
</tr>
</thead>
</table>
| **3. Introduces innovations**  
Innovates with leading practice and ideas from other organizations on a national or global level  
Confers with external and internal innovators and thought leaders to interpret the application of the leading practice to positive effect enterprise-wide  
Organizes and provides the resources necessary to effectively implement large scale change |

<table>
<thead>
<tr>
<th>Level 4 – Leads effective organizational change</th>
</tr>
</thead>
</table>
| **4. Leads effective organizational change**  
Determines institution readiness for change and incorporates strategies into the enterprise change plan based on that assessment  
Articulates a compelling change vision for the organization  
Drives complex change through the organization with a broad understanding of cultural context, resistance and success factors |

<table>
<thead>
<tr>
<th>Level 5 – Leads effective institutional change</th>
</tr>
</thead>
</table>
| **5. Leads effective institutional change**  
Articulates a compelling change vision for the institution  
Determines institution readiness for change and incorporates strategies into the enterprise change plan based on that assessment |

Source: UM Organizational Competencies (July 2007) – Managerial Level
<table>
<thead>
<tr>
<th>Level 1</th>
<th>Achieves goals through the work of others</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Demonstrates behaviors that are aligned with the values and ethics of the organization/unit; does what he or she says is going to do</td>
<td>Level 2</td>
</tr>
<tr>
<td>• Follows practices and procedures of the organization/unit</td>
<td>• Takes personal responsibility for resolving customer issues</td>
</tr>
<tr>
<td>• Follows through on projects and tasks; ensures the quality of others work</td>
<td>• Makes self available to assist others who are serving customers, especially in critical periods</td>
</tr>
<tr>
<td>• Keeps clear, detailed records of others’ activities</td>
<td>• Effectively addresses needs of angry and/or difficult customers</td>
</tr>
<tr>
<td>• Projects self-confidence and authority when accepting work challenges</td>
<td>• Effectively trains employees on customer service techniques</td>
</tr>
<tr>
<td>• Orchestrates multiple activities to accomplish a goal; responds quickly in a crisis</td>
<td></td>
</tr>
<tr>
<td>• Sets and measures performance against goals and evaluates results</td>
<td></td>
</tr>
<tr>
<td>• Identifies resources, people, funding, materials, etc. needed and coordinates expertise to accomplish goal</td>
<td></td>
</tr>
<tr>
<td>• Recognizes the achievement and contribution of others; Creates a culture where people excel</td>
<td></td>
</tr>
<tr>
<td>• Builds rapport and credibility with others to gain commitment</td>
<td></td>
</tr>
<tr>
<td>• Displays understanding of the functions and interrelationships of the immediate work area to the organization/unit</td>
<td></td>
</tr>
<tr>
<td>• Gets involved in additional activities when achievement of a milestone or goal is at risk</td>
<td></td>
</tr>
<tr>
<td>• Accepts accountability for mistakes and takes corrective action</td>
<td></td>
</tr>
</tbody>
</table>

Level 2 – Consistently leads the organization in meeting the organization’s expectations for exemplary customer service

- Sets and measures performance against goals and evaluates results
- Applies organizational/unit policies using diplomacy.
- Identifies strengths, weaknesses, threats and opportunities for the organization/unit
- Demonstrates the ability to see issues from customer’s perspective
- Recognizes the achievement and contribution of others; Creates a culture where people excel
- Builds rapport and credibility with others to gain commitment
- Displays understanding of the functions and interrelationships of the immediate work area to the organization/unit
- Gets involved in additional activities when achievement of a milestone or goal is at risk
- Accepts accountability for mistakes and takes corrective action

Level 3 – Acts to address current issues and determine future priorities; creates a culture of accountability

- Creates teams and makes effective use of team resources
- Links strategy and goals to foster commitment to the vision of the Organization/Unit
- Broadly impacts the organization/unit’s overall success, regardless of formal boundaries
- Creates and nurtures an environment that reinforces personal accountability and ownership
- Creates an environment that promotes safety and environmental responsibility

Level 4 – Leads an organization to accomplish its goals

- Identifies resources (people, funding, materials, etc.) needed and coordinates expertise to accomplish strategic or Organizational/Unit goals
- Creates a culture where people excel; Recognizes the achievement and contribution of others
- Demonstrates fiscal responsibility and stewardship in planning and allocation of resources
- Defines mission and ensures that operations are aligned with the unit and the institutional objectives
- Links strategy and goals to foster commitment to the vision of the organization/unit
- Assesses internal and external influences and plans for their impact on the organization/unit
- Assesses internal and external influences and plans for their impact on the organization/unit
- Champions an unpopular action if it’s in the best interests of the organization/unit
- Acts without regard to formal boundaries to broadly impact the organization/units overall success.
- Pursues strategic objectives which are linked to the long term success of the organization/unit
- Develops and clearly communicates organizational/unit strategies, measures of success and accountabilities
- Mobilizes resources to address a problem or change in the marketplace, technology or organization/units
- Promotes a culture of excellence through good stewardship of people and financial resources
- Creates and communicates a compelling vision of the future; inspires and mobilizes the organization/unit to achieve it
- Influences, advises and confers with senior and/or executive officers

Level 5 – Leads others through vision and strategy

- Acts without regard to formal boundaries to broadly impact the institution’s overall success.
- Pursues strategic objectives which are linked to the long term success of the institution
- Develops and clearly communicates institutional strategies, measures of success and accountabilities
- Creates and communicates a compelling vision of the future; inspires and mobilizes the institution to achieve it

Level 1 – Establishes and maintains exemplary customer service to internal and external customers

- Clearly sets standards and states priorities for resolving customer issues
- Develops and tracks measures of customer satisfaction
- Models customer service behaviors and attitudes
- Assesses and responds with urgency to customer requests for information and/or service
- Gives accurate information about products or services provided; ensures customers get status updates
- Maintains clear communication with customer regarding mutual expectations
- Applies organizational/unit policies using diplomacy.
- Demonstrates the ability to see issues from customer’s perspective

Level 2 – Consistently leads the organization in meeting the organization’s expectations for exemplary customer service

- Takes personal responsibility for resolving customer issues
- Makes self available to assist others who are serving customers, especially in critical periods
- Effectively addresses needs of angry and/or difficult customers
- Effectively trains employees on customer service techniques

Level 3 – Acts to address current issues and determine future priorities; creates a culture of accountability

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Level 4 – Leads an organization to accomplish its goals

- Identifies resources (people, funding, materials, etc.) needed and coordinates expertise to accomplish strategic or Organizational/Unit goals
- Creates a culture where people excel; Recognizes the achievement and contribution of others
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- Defines mission and ensures that operations are aligned with the unit and the institutional objectives
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Level 6 – Seeks feedback, evaluates performance, and improves customer service

- Seeks feedback from customers about the organization/unit’s performance
- Evaluates performance against goals and objectives
- Improves customer service based on feedback

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Level 4 – Leads an organization to accomplish its goals

- Identifies resources (people, funding, materials, etc.) needed and coordinates expertise to accomplish strategic or Organizational/Unit goals
- Creates a culture where people excel; Recognizes the achievement and contribution of others
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