Organizational Competency #1: Advancing the Mission
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.

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
• Articulates the mission and describes the structure of the organization
• Accomplishes tasks through the formal and informal structures and hierarchies in the University or Health System setting (e.g. effectively navigates through and around channels)
• Ensures that procedures, policies and the actions of staff are in alignment with relevant codes of conduct

Level 2 – Displays understanding of multiple constituency groups and works to improve collaboration between groups for the greater effectiveness of the University
• Fosters understanding of the issues pertaining to the specific constituency groups they serve
• Actively participates in professional organization to stay abreast of current developments in their functional area that pertain to higher education

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
• Seeks out best practices in higher education and works to implement them in their unit

Level 4 – Understands the primary mission of the University and/or Health System
• Understands and leverages the formal and informal structure or hierarchy of the organization/unit
• Represents the organization/unit to the community
• Actively participates in professional organizations to stay abreast of current developments in higher education.
• Sets organization/unit’s Policy

Level 5: Applies understanding of primary constituency groups at the University to their job
• Builds links between the institution and the larger community (local, state, national and international)
• Is recognized and called upon as an expert on University issues

Organizational Competency #2: Building Relationships/Interpersonal Skills
Definition: Values organizational diversity; treats others with respect; promotes cooperation; effectively manages relationships

Level 1 – Maintains positive relationships inside and outside of work group, manages differences constructively
• Interacts with people in a friendly, open, accepting manner.
• Demonstrates respect for the opinion of others.
• Works together to enhance team goals/objectives.
• Respects diversity and values each person's contribution to the team.
• Maintains agreed upon levels of confidentiality.
• Initiates communication and responds to others in a timely, sensitive manner.
• Exhibits a confident and positive attitude.
• Deals with people in an ethical/honest manner and demonstrates the ethics of the profession.
• Demonstrates politeness and empathy with others
• Uses formal/informal networks to accomplish tasks and objectives.
• Addresses and manages conflict.
• Offers constructive criticism and feedback in a positive fashion (e.g., honest, timely, non-attacking).
• Develops and maintains constructive, cooperative working relationship with peers, co-workers and managers

Level 2 – Works with and enables others to plan and implement change
• Accommodates multiple demands for commitment of time, energy, and resources
• Advocates strongly for new ideas, processes and/or service in order to increase efficiency, quality, and customer/client satisfaction
• Prepares organization/unit (through words and examples) to anticipate change
• Collaborates and builds consensus with stakeholders at various stages of planning and implementing innovations or resolving problems
• Continues to improve methods to collect and analyze data for decision making
• Assesses long term consequences (including a broad range of internal and external factors) when implementing short term solutions
• Outlines criteria that enable others (those supervised) to take risks independently

Level 3 - Implements complex changes and problem solutions
When faced with obstacles or uncertainty, is able to reassess situation, make adjustments and move forward in a positive way
• Ensures the development and implementation of change management strategies when implementing innovation and/or problem resolutions
• Considers the political environment when solving problems and implementing change

Organizational Competency #3: Creative Problem Solving/Strategic Thinking
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.

Level 1 – Effectively solves problems, improves work environment
• Defines a problem, analyzes causes, targets possible solutions, selects the best solution and develops action plans
• Continually evaluates existing processes, products or services and uses creativity to improve upon them
• Anticipates problems, takes advance actions, solicits resources to solve them
• Builds a case for action; communicates decisions
• Involves others in the decision-making process
• Discerns when it is necessary to seek authorization

Level 2 – Conducts strategic planning; effectively implements organization change
• Conducts strategic planning; anticipates future or strategic trends and assesses implications for the organization/unit
• Builds consensus with key stakeholders at various stages in planning and implementing innovations or problem resolution
• Determines organizational/unit readiness for change and acts in accordance with assessment
• Strongly advocates for new ideas, processes and/or services in order to increase efficiency, quality and customer satisfaction
Organizational Competency #4: Communication
Definition: Demonstrates effective verbal, written, listening, and presentation communication skills.

Level 1 – Communicates clearly and knowledgeably with individuals and teams
• 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

Level 2 – Effectively communicates with those with differing opinions and differing levels of understanding
• 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

Level 3 – Highly effective at developing and leveraging the talents of others; makes contributions to their profession
• 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/units, other universities, and/or private sector firms
• Determines institution readiness for change and incorporates strategies into the change plan based on that assessment

Level 4 – Leads the organization to foster growth and development of organizational members; continues own professional growth
• 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/units, committees and/or working groups
• Develops and utilizes contacts to stay current with issues pertaining to higher education and to the organization/unit

Level 5 – Leads effective organizational change
• Determines institution readiness for change and incorporates strategies into the enterprise change plan based on that assessment

Level 6

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.

Level 1 –Contributes to the development of others and strives to grow professionally
• 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

Level 2 – Delegates challenging tasks and decisions, strives to be in the forefront of their profession
• 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

Level 3 – Leads the organization to foster growth and development of organizational members; continues own professional growth
• 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 and may approve training
• Mentors staff

Level 4 – Leads effective organizational change
• Determines institution readiness for change and incorporates strategies into the enterprise change plan based on that assessment

Level 5 – Leads effective institutional change
• 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

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.

Level 1 – Initiates and implements change that positively impacts a department or workgroup
• Develops action plans for change effecting 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
• Formulates and implements measures to track the implementation of change
• Takes corrective action when measures indicate changes are not producing the desired outcomes.

Level 2 – Initiates and implements change 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

Level 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

Level 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

Level 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

Page 2
### U-M Organizational Competencies

#### Management Competencies

**Organizational Competency #7: Leadership/Achievement Orientation**

**Definition:** Influences others to accomplish the mission in ways consistent with the values of the organization; holds self (and others) accountable to meet goals and objectives; accomplishes desired outcomes; sets an example of integrity and ethics through demonstrated performance.

<table>
<thead>
<tr>
<th>Level</th>
<th>Description</th>
</tr>
</thead>
</table>
| Level 1 | Achieves goals through the work of others:  
- Demonstrates behaviors that are aligned with the values and ethics of the organization/unit; does what he or says is going to do  
- Follows practices and procedures of the organization/unit  
- Allows freedom of thought and action to pursue goals and objectives  
- Keeps clear, detailed records of others' activities  
- Projects self-confidence and authority when accepting work challenges  
- Identifies resources (people, funding, materials, etc.) needed and coordinates expertise to accomplish goal  
- 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  |
| Level 2 | Motivates others to effectively set and consistently achieve challenging goals:  
- Sets challenging goals and tasks for all staff members and holds others accountable to their commitments  
- Checks for understanding and provides resources and guidance consistent with the task in relation to the individual’s ability  
- Articulates clear vision of changes that are required  
- Remains calm; Provides a stabilizing influence during change and transition  
- Identifies strengths, weaknesses, threats and opportunities for the organization/unit  
- Creates a learning environment  
- Promotes a diverse workforce  
- Takes ownership of project assignments  |
| 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  
- Assesses internal and external influences and plans for their impact on 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  
| 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  
- Guides 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.  |
| 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 | Focuses efforts on fulfilling customer expectations by seeking insight into customer needs and developing solutions that provide value for the customer:  
- Focuses on customer satisfaction as primary goal and regularly seeks input/feedback  
- Ensures customers are provided with explanations about practical impact to them of products/services requested  
- Recommends approaches, products or services which are new and different from those requested by the customer  
- Actively shares expertise and best customer service practices throughout the organization/unit  
- Involves employees in the development of service delivery models  
- Develops and maintains a strategic relationship/partnership with customers based on in-depth knowledge and understanding of the customer’s objectives/business  
- Evaluates policies to ensure effective customer service  
- Empowers staff to resolve problems and complaints independently at the lowest level  
- Rewards creativity in the pursuit of excellent customer service  
- Fosters collaboration and breaks barriers which impede good service delivery  |
### 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
- Articulates the values and ethics of the organization/unit and profession and demonstrates behaviors in alignment with these
- Creates a culture where people excel; Recognizes the achievement and contribution of others
- Demonstrates fiscal responsibility and stewardship in planning and allocating 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
- 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
- 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 4 – Focuses organizational efforts on responding to current and strategic customer needs

- Establishes and maintains effective relationships with internal and external customers
- Assesses urgency of customer requests for information and/or service
- Evaluates organization’s/unit’s policies to ensure effective customer service
- Provides support and resources to enable members of their organization/unit to perform effective service delivery
- Bases strategic planning on customer feedback and projected needs.
- Establishes a customer-oriented culture and promotes hiring of persons who support that culture
- Predicts trends in markets, technology, and the industry; and influences direction to meet changing customer needs
- Develops influential relationships with key customers

### 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