U-M Organizational Competencies
Management Competencies

	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.	Organizational Competency #2: Building Relationships/ Interpersonal Skills Definition: Values organizational diversity; treats others with respect; promotes cooperation; effectively manages relationships	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	**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 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 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	**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 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	**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 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
Level 4	**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's/unit's Policy		**Level 4 - Conduct 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
Level 5	**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 Sets University/Health systems Policy		**Level 5 – Conduct strategic planning for the institution; effectively implements institutional change** • Determines institutional readiness for change and acts in accordance with assessment • Conducts strategic planning; anticipates future or strategic trends and assesses implications for the institution

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	Organizational Competency #4: Communication Definition: Demonstrates effective verbal, written, listening, and presentation communication skills.	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.	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	**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 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 • 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	**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	**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 Delivers presentations tailored to the level and type of audience	**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 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		**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	**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		**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 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			**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

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	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.	Organizational Competency #8: Quality Service Definition: Strives to meet the expectations of internal and external customers; demonstrates skill and knowledge specific to serving others
Level 1	**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 • Follows through on projects and tasks; ensures the quality of others work • Keeps clear, detailed records of others' activities • Projects self-confidence and authority when accepting work challenges • Organizes others by assigning and prioritizing tasks, scoping out length and orchestrating multiple activities to accomplish a goal; responds quickly in a crisis • Sets and measures performance against goals and evaluates results • Identifies resources (people, funding, materials, etc.) needed and coordinates expertise to accomplish goal • Develops specific action steps, achieves deadlines or milestones with work group • 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 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	**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 • Accomplishes objectives despite challenges and/or setbacks • Articulates clear compelling 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 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	**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 • Creates an environment that promotes safety and environmental responsibility	**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

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Level 4	**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 • 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 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 customer satisfaction data and uses the results to effect improvements • 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	**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	