

Core Leadership Competencies

**Supervisor/
Manager
Model**

9 Core Competencies



University Component

Competencies key to improving individual and organizational performance. Enable the organization to highlight and focus on behavior it would like to encourage and reward. Distinguishes good from great.

Customer Component

Competencies key to ensuring sustainable, long-term relationships with internal and external customers. Provide a common language so customers understand the behaviors that are valued and expected.

Individual Component

Competencies key to enabling specific training and development needs. Critical in the assessment of an employee's potential, performance and career development.

EMU Supervisor/Manager Model

Business Acumen

Informing

Organizing

Fairness to Direct Reports

Planning

Confronting Direct Reports

Problem Solving

Written Communication

Supervisor/Manager Leadership Competency Model

Business Acumen (5)

Knows how businesses work; knowledgeable in current and possible future policies, practices, trends, technology, and information affecting his/her business and organization; knows the competition, is aware of how strategies and tactics work in the marketplace.

Organizing (39)

Can marshal resources (people, funding, material, support) to get things done; can orchestrate multiple activities at once to accomplish a goal; uses resources effectively and efficiently; arranges information and files in a useful manner.

Planning (47)

Accurately scopes out length and difficulty of tasks and projects; sets objectives and goals; breaks down work into the process steps; develops schedules and task/people assignments; anticipates and adjusts for problems and roadblocks; measures performance against goals; evaluates results.

Problem Solving (51)

Uses rigorous logic and methods to solve difficult problems with effective solutions; probes all fruitful sources for answers; can see hidden problems; is excellent at honest analysis; looks beyond the obvious and doesn't stop at the first answers.

Informing (27)

Provides the information people need to know to do their jobs and to feel good about being a member of the team, unit, and/or the organization; provides individuals information so that they can make accurate decisions; is timely with information.

Fairness to Direct Reports (23)

Treats direct reports equitably; acts fairly; has candid discussions; doesn't have agenda; doesn't give preferential treatment.

Confronting Direct Reports (13)

Deals with problem direct reports firmly and in a timely manner; doesn't allow problems to fester; regularly reviews performance and holds timely discussions; can make negative decisions when all other efforts fail; deals effectively with troublemakers.

Written Communication (67)

Is able to write clearly and succinctly in a variety of communication settings and styles; can get messages across that have the desired effect.