

ESSENTIAL PEOPLE MANAGEMENT COMPETENCIES

| Building Team Culture | Developing People | Prioritizing and Allocating Work | Communicating and Motivating | Assessing and Rewarding Performance |
|---|--|--|--|--|
| <p>Commitment to Diversity</p> <ul style="list-style-type: none"> Showing respect and sensitivity to my individual needs Ensuring that employees are always free from discrimination, harassment, and a hostile work environment Valuing a full range of diverse viewpoints, experiences, and backgrounds | <p>On-the-Job Development</p> <ul style="list-style-type: none"> Ensuring my work assignments consistently allow me to leverage my strengths Helping me have the kind of experiences at work that will help me develop Providing me with actionable insight into my best areas for development Ensuring each project or assignment is a learning experience | <p>Delegating Work</p> <ul style="list-style-type: none"> Delegating manageable tasks and assignments to employees based on their interests and development needs | <p>Motivating and Inspiring</p> <ul style="list-style-type: none"> Clearly communicating a compelling vision that inspires me Clearly explaining how my work is linked to larger organizational objectives Proactively building an environment where everyone strives to excel | <p>Providing Reward and Recognition</p> <ul style="list-style-type: none"> Equitably applying criteria for my promotion and performance Visibly championing my accomplishments to senior management Rewarding me for service to the organization and/or customers |
| <p>Relationship Building</p> <ul style="list-style-type: none"> Fostering an open environment where employees feel safe providing constructive feedback Being a supervisor people like working for and with Being sensitive to people issues including morale, development, and performance | <p>Providing Informal Feedback</p> <ul style="list-style-type: none"> Regularly providing me with constructive informal feedback Providing me with early guidance on how to address performance issues Helping me apply new skills or knowledge in my daily work | <p>Managing Project Goals</p> <ul style="list-style-type: none"> Clearly defining project responsibilities and performance expectations Developing appropriate short- and long-term work plans | <p>Communication Skills</p> <ul style="list-style-type: none"> Regularly sharing senior management thinking with employees Listening carefully to my views and opinions Conveying information in a clear and timely manner | <p>Conducting Performance Reviews</p> <ul style="list-style-type: none"> Providing me with fair and measured performance assessments and feedback Providing me with actionable formal feedback to foster skill growth Ensuring I fully understand the standards on which I am evaluated during performance reviews |
| <p>Conflict Management</p> <ul style="list-style-type: none"> Proactively identifying potential conflicts between employees and taking steps to prevent escalation Resolving formal complaints and grievances in a suitable and timely manner | <p>Career Development</p> <ul style="list-style-type: none"> Helping me create achievable career development plans Helping me create a development plan that I find inspiring Guiding individuals through the career planning process Seeking out development opportunities in line with my career ambitions | <p>Prioritizing Time and Resources</p> <ul style="list-style-type: none"> Setting clear priorities when I face too many demands on my time Appropriately allocating resources (e.g., time, money, and people) across competing priorities | | |
| <p>Fostering Accountability</p> <ul style="list-style-type: none"> Explicitly addressing ethical, conduct, or performance issues Dealing effectively with challenging employees Consistently holding employees accountable for upholding the organization's values | | | | |

Source: Learning and Development Roundtable 2007 Frontline Manager Survey; Learning and Development Roundtable research; HR Executive Forum research.