

Career Progression - Manager Competencies Competency Statement Examples

- [CHANGE MANAGEMENT](#)
- [CONFLICT RESOLUTION](#)
- [DEVELOPING & LEADING OTHERS](#)
- [DIPLOMACY](#)
- [VISION](#)

Change Management Competency Statement Examples

Definition: Guides employees through changes in order to achieve the desired business outcomes; encourages and assists employees to engage and adapt when duties will be performed differently and accept and resolve challenges; remains flexible to meet constantly changing and sometimes opposing demands.

Occupational Group: Student Programs/Services

Job Template: Admissions Manager

Proficient	Advanced	Expert
<p>Applies change management strategies to guide the admissions team through the adoption of new policies and procedures through providing support and resources to help team members adapt effectively.</p> <p>Regularly communicates and implements updated program policies and procedures, ensuring that staff is aware of and ready for changes.</p> <p>Utilizes staff feedback to optimize processes, enhancing efficiency and meeting admissions deadlines effectively.</p> <p>Encourages the admissions team to gain a clear understanding of the evolving admissions landscape by sharing relevant data, and fostering open communication.</p>	<p>Takes the lead in transitioning the admissions team from old to new programs and provides the necessary support and guidance throughout the process, such as offering coaching, mentoring, and resources to help team members excel in their new roles.</p> <p>Participates in the development and implementation of admissions program goals and objectives by working with university leadership to ensure that admissions goals are in line with the broader strategic vision.</p> <p>Has agility in reordering departmental priorities and swiftly adapts to changing circumstances while maintaining a high level of productivity.</p> <p>Drives program acceptance and effectively articulates the impact of changes to prospective students, parents, and other relevant stakeholders.</p>	<p>Takes the lead in crafting compelling and inspirational mission and vision statements that guide the Admission's department future.</p> <p>Leads and directs the development and alignment of admissions department goals with UConn's strategic direction by collaborating with university leadership, conducting strategic planning, and translates broad objectives into practical plans for the admissions team.</p> <p>Provides mentorship and guidance to the admissions team to help them fully understand their new roles and responsibilities in response to departmental changes.</p> <p>Engages with students, faculty, and other university stakeholders, addresses questions and concerns, and promotes a shared understanding of the benefits and implications of admissions changes.</p>

Occupational Group: Institutional Operations

Job Template: Facilities Manager 2

Proficient	Advanced	Expert
<p>Guides employees through transitions in maintenance procedures by recognizing the need for change, understanding the impact on daily operations, and communicating the rationale behind the changes to staff.</p> <p>Listens to staff feedback and makes necessary adjustments by streamlining maintenance procedures and work assignments to meet operational timelines effectively.</p> <p>Provides staff with regular updates and addresses questions and concerns to ensure that the team is on the same page regarding changes in maintenance operations.</p>	<p>Leads transitions from traditional to improved maintenance practices within the department, enhancing efficiency and service quality.</p> <p>Actively contributes to the development and execution of maintenance-related goals and objectives, aligning them with broader university objectives.</p> <p>Adapts maintenance priorities swiftly by maintaining a flexible mindset, reallocating resources, and modifying maintenance plans to ensure the uninterrupted delivery of essential services in response to changing circumstances and evolving needs.</p> <p>Fosters acceptance of new maintenance procedures and effectively articulates changes and their impact on university facilities and stakeholders to facilitate understanding and buy-in.</p>	<p>Plans and executes action plans for smooth transitions in maintenance operations, offering clear direction, support, and resources to ensure efficient and effective change processes that guide the Facilities team seamlessly.</p> <p>Coaches and counsels staff to gain a comprehensive understanding of their revised roles and responsibilities in response to evolving Facilities procedures and needs.</p> <p>Actively engages with the university community, provides status updates, and attentively listening to concerns related to Facilities changes to promote genuine acceptance and collaboration.</p>

Conflict Resolution Competency Statement Examples

Definition: Supports the process for two or more parties to reach a peaceful resolution to a conflict; anticipates, diffuses and resolves conflicts in a practical and constructive manner in order to achieve results; inspires and fosters team commitment, pride, and trust.

Occupational Group: Academic Programs/Services

Job Template: Educational Program Manager 2

Proficient	Advanced	Expert
<p>Considers, is aware of, and respects differences, diverse perspectives, and backgrounds when communicating with assigned personnel to promote a positive working environment.</p> <p>Remains objective when listening to employee concerns and conflicts. Collects facts surrounding the situation(s) to identify and define the conflict.</p>	<p>Employs several conflict resolution strategies (e.g., accommodating; compromising; collaborating) to diffuse and resolve personnel conflicts.</p> <p>Recognizes own biases and personal conflicts of interest. Remains objective and escalates/utilizes external guidance (e.g., University Ombudsman) if there is risk of bias impacting a decision.</p>	<p>Researches and analyzes conflict resolution and mediation strategies. Utilizes research and experience to anticipate and resolve personnel conflict, selecting different methods depending on the nature of the conflict.</p> <p>Engages in challenging conversations respectfully, remaining unbiased, objective, and trustworthy. Approaches conversations with a solutions-focused perspective.</p>

<p>Leads by example by promoting calm and cooperative energy while resolving conflicts.</p> <p>Exercises flexibility, compromises, and collaborates with affected personnel to resolve conflicts and facilitate consensus.</p>	<p>Identifies and addresses the emotions of personnel in conflict, while maintaining their own emotions during the conflict resolution process.</p> <p>Aligns the interests and goals of personnel in conflict, and guides individuals toward consensus and shared understanding.</p>	<p>Identifies tension and potential conflicts before they occur. Engages in proactive resolution, mediation, and de-escalation strategies to ensure a positive working environment, and avoid a negative impact on departmental productivity and efficiency.</p> <p>Identifies and communicates shared goals and areas of agreement to defuse volatile and complex conflicts. Promotes an environment of resolving conflict through collaboration.</p>
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Occupational Group: Library

Job Template: Library Assistant 3 – Manager

Proficient	Advanced	Expert
<p>Recognizes and diagnoses conflicts amongst direct reports. In collaboration with personnel, designs and implements solutions and/or corrective actions.</p> <p>Encourages inclusivity and open communication with direct reports.</p> <p>Engages in calm, open-minded dialogue with distressed patrons.</p>	<p>Manages conflicts and disagreements amongst direct reports through active listening, open communication, mediation, and compromise.</p> <p>Supports differences of opinion, while working collaboratively with personnel to resolve conflicts constructively by encouraging open communication, collaboration, and compromise.</p> <p>Identifies and addresses the emotions of patrons in conflict, while controlling their own emotions during conflict.</p>	<p>Identifies potential areas of conflict proactively and engages in challenging conversations, with the goal of eradicating conflict before it impacts the unit’s productivity and ability to reach goals and targets.</p> <p>Develops and implements plans and procedures to equitably resolve conflicts, utilizing research-based conflict resolution and mediation strategies. Ensures consistency in addressing conflicts and issues.</p> <p>Develops a comprehensive guide of common patron conflicts, and provides to personnel (i.e., Library Assistants). Steps up to conflict with patrons, and supports personnel during conflict to diffuse the situation and reinforce a trusting, positive working environment.</p>

Developing & Leading Others Competency Statement Examples

Definition: *Actively works to improve and reinforce the performance of their employees and help them reach the limits of their capabilities, sets clear goals and provides constructive feedback immediately; takes responsibility for employees’*

career development, coaches employees to improve and advance their understanding; ensures staff are appropriately utilized, developed, and treated in a fair and equitable manner.

Occupational Group: Information Technology

Job Template: IT Manager

Proficient	Advanced	Expert
<p>Actively monitors the work of the IT team, providing ongoing assessment and problem-solving support to enhance performance.</p> <p>Identifies individual and team development needs within the IT department, creates targeted training plans and assigns tasks that align with staff members' strengths and career aspirations.</p> <p>Conducts routine performance evaluations and provides constructive feedback on the work of the IT team to help team members continuously improve their skills and contributions.</p> <p>Understands the strengths and weaknesses of each team member and uses this knowledge to customize coaching and support for the team's professional development.</p>	<p>Seeks out opportunities to expand staff expertise and skills, creating a culture of continuous learning and growth within the IT department.</p> <p>Challenges IT team members with complex tasks and projects, fostering the development of advanced IT skills and the professional growth of each individual.</p> <p>Allocates IT resources strategically to support learning and skill development, ensuring that team members have the necessary tools, technologies, and opportunities to enhance their IT capabilities.</p>	<p>Assesses the IT departments training plans to align them with future business needs, ensuring that staff are well-prepared to address evolving IT challenges and industry advancements.</p> <p>Takes responsibility for the continuous growth and career development of the IT team, ensuring they reach the limits of their capabilities, and motivates staff to take an active role in their professional advancement.</p>

Occupational Group: Administrative Services

Job Template: Finance Manager 1

Proficient	Advanced	Expert
<p>Manages and maintains the work of assigned personnel and provides regular feedback to enhance performance.</p> <p>Maintains regular communication with assigned staff regarding career development goals and plans.</p> <p>Examines assigned staff's strengths and areas for improvement, based on performance in independent and team projects/responsibilities.</p>	<p>Empowers personnel to advance their knowledge and utilization of financial practices, procedures, and controls by assigning them to more complex tasks and projects. Assigns tasks with the purpose of further developing staff strengths.</p> <p>Seeks out development opportunities for staff, tailored to their individual career development goals. Involves staff members in setting future development plans.</p>	<p>Coaches and mentors assigned staff to accomplish stretch goals/tasks. Consistently reviews performance and engages in development discussions with personnel to allow them to reach the limits of their capabilities.</p> <p>Aligns assigned personnel's career goals with departmental goals. Identifies development opportunities which both further develop employee skills and strengths, while</p>

	<p>Establishes and maintains performance expectations, sets clear goals, and provides transparent constructive feedback. Acknowledges employee's growth and development, regardless of the size.</p>	<p>also making progress towards departmental goals.</p> <p>Fosters a positive working environment, with a focus on growth and development. Encourages personnel to explore new ideas, processes, or approaches to financial practices, within their scope.</p>
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Diplomacy Competency Statement Examples

Definition: Responds to difficult, stressful or sensitive interpersonal situations to minimize conflict by carefully choosing words and using a tone appropriate for the situation at hand; senses what others are feeling and responds in a tactful manner, finding balance in the response to all parties so that a situation does not escalate further.

Occupational Group: Communication and Marketing

Job Template: Senior Communication, Publicity, and Marketing Manager

Proficient	Advanced	Expert
<p>Identifies and resolves interpersonal conflict within the department with minimal disruption to marketing and communications functions.</p> <p>Collaborates and relates with key internal and external stakeholders, partners, and sponsors to integrate marketing strategies, maximize publicity, and enhance engagement, awareness, fundraising, and participation in programs.</p> <p>Displays self-awareness and integrity during difficult, stressful, or sensitive interpersonal situations or conflict.</p>	<p>Finds common ground between personnel in conflict and aligns their interests and goals. Guides personnel toward consensus and shared understanding in a tactful, respectful manner.</p> <p>Represents their department during collaboration with internal and external stakeholders; aligns their unit's needs and contractual deliverables with the needs of other key stakeholders to foster internal and external relations.</p> <p>Encourages collaboration amongst assigned staff in the development and implementation of multifaceted communications programs. Connects assigned staff with other stakeholders to foster University-wide collaboration.</p>	<p>Applies knowledge of assigned staff and social dynamics to anticipate interpersonal conflict or concerns and proactively manages issues and behaviors to prevent internal strife, disfunction, or disruption to marketing and communications functions.</p> <p>Builds and fosters trust of their unit/assigned staff by initiating and maintaining internal and external relationships, engaging in collaborative projects, and understanding and delivering on the needs of stakeholders.</p> <p>Leads team and assigned staff by example, displaying respect, tact, and the ability to find balance in the most complex, difficult scenarios. Bridges gaps between personnel or teams and ensures a sense of cohesion.</p>

Occupational Group: Student Programs/Services

Job Template: Student Services Program Manager 1

Proficient	Advanced	Expert
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<p>Demonstrates adaptability and upholds ethical standards in overseeing staff development and policy compliance.</p> <p>Responds adeptly to peers and authority figures, employing strategic communication to minimize conflict in coordinating and delivering student programs.</p> <p>Recognized as a team player, minimizes disruptions and contributes to a cohesive team environment.</p>	<p>Responds effectively to individuals in various positions, both within and outside the unit, ensuring common ground is swiftly found for the greater good of student programs.</p> <p>Quickly identifies common ground and solves problems for the benefit of the student services unit, promoting a harmonious work environment in the specialized student programs.</p> <p>Encourages collaboration among different stakeholders within the university community, gaining the trust and support of students, faculty, and administrators to enhance the effectiveness of the student services program.</p>	<p>Manages potential issues within the student services department to prevent internal strife or dysfunction, applying advanced knowledge of student and staff dynamics to maintain a positive and productive environment.</p> <p>Initiates and maintains relationships with individuals across all levels at UConn, extending beyond the immediate department to create a network that enhances the overall student services experience.</p> <p>Builds and sustains trust among team members, leading the student services program with integrity and effectiveness, encouraging staff to forge new interpersonal relationships that positively impact the student community.</p> <p>Earns the respect and regard of peers and other university stakeholders through effective communication, conflict resolution, and strategic collaboration.</p>
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Vision Competency Statement Examples

Definition: *Takes a long-term view on the goals for the unit to build a vision; plans and seeks input from others on how it will be accomplished; influences others to take actions that support the vision.*

Occupational Group: Administrative Services

Job Template: Senior Grants and Contracts Manager

Proficient	Advanced	Expert
<p>Effectively communicates the long-term vision of the grants and contracts department to both internal staff and external stakeholders at UConn through utilizing clear and concise language to articulate the unit's overarching goals, ensuring that all team members understand their roles within the broader vision.</p>	<p>Effectively communicates the vision and mission of the grants and contracts department to employees by actively seeking and incorporating feedback, engaging in open dialogue to refine strategies, and ensuring the vision remains dynamic and responsive to the evolving needs of the department and the university.</p> <p>Acknowledges and capitalizes on the departments strengths while</p>	<p>Able to anticipate trends, identify future changes impacting the grants and contracts department, and proactively formulates strategic plans to capitalize on emerging opportunities and mitigate potential threats, ensuring sustained success.</p> <p>Generates and evaluates alternative options aligned with the department's vision, making strategic decisions and employing innovative</p>

<p>Engages staff in the goal-setting process through insightful interviews to gather input on departmental needs and aspirations, fostering a collaborative approach that instills a sense of shared ownership among team members.</p> <p>Uses motivational techniques to instill a sense of purpose and dedication, aligning individual efforts with the collective vision of the grants and contracts department.</p>	<p>addressing areas needing improvement through the development of comprehensive plans that leverage existing capabilities and actively target weaknesses, aligning these efforts with the department’s overarching vision.</p>	<p>problem-solving for enhanced adaptability and resilience.</p> <p>Consistently communicates the strategic direction with enthusiasm, inspiring a collective pursuit of the vision among staff, and encourages a culture of inclusivity, empowering every team member to contribute ideas and perspectives, fostering a dynamic and collaborative work environment.</p>
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Occupational Group: Arts and Curatorial Services

Job Template: Theater Operations Manager

Proficient	Advanced	Expert
<p>Effectively conveys a compelling vision for the theater operations unit to both staff and stakeholders, ensuring a shared understanding of the long-term goals and objectives.</p> <p>Engages staff in the goal-setting process through interviews, appreciating their input to shape departmental needs and aspirations, thereby cultivating a sense of ownership among team members.</p> <p>Inspires and motivates team members within the theater operations department, creating a work environment where individuals feel a sense of purpose and dedication to achieving common goals.</p>	<p>Effectively communicates the vision and mission of the theater operations unit to employees, integrating valuable feedback for innovative ideas on accomplishing new goals and objectives related to performance excellence and venue management.</p> <p>Develops and implements policies and procedures that support changes within the dynamic scope of the theater operations unit, ensuring adaptability and responsiveness to evolving performance requirements and industry trends.</p> <p>Acknowledges and strategically addresses the strengths and improvement areas of the theater operations department, enhancing performance schedules, production budgets, and overall efficiency in managing performing arts venues.</p>	<p>Anticipates trends and future changes within the performing arts and venue management landscape, taking a proactive stance in addressing potential threats and capitalizing on opportunities for sustained success in theater operations.</p> <p>Generates and evaluates alternative options for action to achieve long-range goals, ensuring the theater operations unit excels in both artistic and logistical aspects of performance venue management.</p> <p>Consistently communicates and encourages staff participation in the theater operations unit's strategic goals, fostering a dynamic and collaborative environment that enhances the performing arts experience at UConn.</p>