

## COMPETENCIES FOR FRONT-LINE SUPERVISORS

Communication
Staff Development (mentoring)
Motivate
Problem Solving
Adaptability/Flexibility

### COMMUNICATION

Clearly conveys and receives information and ideas from individuals or groups. Invites and constructively responds to feedback. Keeps others informed as appropriate. Demonstrates effective written, oral and listening skills. Maintains a positive attitude consistently, despite difficult or challenging circumstances, and communicates positively when working with others.

**Exemplary Performance:** Communications are consistently error free, have a positive, professional tone, and are presented to with the needs and expectations of the audience in mind.

**Below Target Performance:** Fails to listen and share feedback. Communication is unclear, disorganized and they have difficulty expressing their thoughts. Fails to communicate or share important information. Consistently has negative tone or attitude when communicating with others.

### STAFF DEVELOPMENT

Skilled at formal training or informal coaching and instructing. Promotes and conducts developmental discussions. Demonstrates support for developmental goals and needs of organization and team members. Provides challenging and stretch assignments for staff. Supports development system within the organization. Provides constructive, specific feedback to others to help in their development.

**Exemplary Performance:** Meets with each staff members to discuss his/her career goals and develops action plan to help him/her meet these goals. Personally mentors staff (including those outside of his/her department) to help with their development. Models expected behavior by pursuing his/her own professional development.

**Below Target Performance:** Does not make time for long-term development. Does not hold career discussions or provide coaching. Will not delegate assignments to staff because feels it is too risky. May prefer to select for talent rather than develop it internally.

### MOTIVATE

Able to assess each person's motive and use it to get the best out of him/her. Creates a climate in which people want to do their best. Pushes others to try new things and stretch themselves to become better. Makes each individual feel his/her work is important. Is someone people like working for and with.

**Exemplary Performance:** Creates or develops specific recognition or incentives to reward employees for their work. Meets with employees and discusses what motivates them and modifies how to motivate the employee based on his/her feedback.

**Below Target Performance:** Seen as providing inequitable treatment by directing motivation at select individuals. Does not seek to understand what motivates each individual employee. Does not modify his/her approach to meet the employee's needs. Only interested in self development and does not care about employees' development.

## **PROBLEM SOLVING**

Sees and is able to define problems and find causes. Owns the problem until resolution. Finds workable solutions or works with other resources to resolve the issue. Proactively implements solutions and changes as needed to keep small problems from becoming big problems. Looks beyond the obvious and doesn't stop at the surface symptoms.

**Exemplary Performance:** Always looks beyond the obvious and doesn't stop at the first answers. Personally follows up with the customer to ensure that the problem is resolved. Once a problem is uncovered, he/she works with internal or external resources to ensure the issue doesn't happen again. Anticipates problems and makes recommendations of how processes or issues can proactively be resolved. Works to find root causes and doesn't just focus on the symptoms and superficial causes. Involves customers or stakeholders when generating new solutions or alternatives. Holds self personally responsible for ensuring new solutions are implemented successfully.

**Below Target Performance:** Jumps to conclusions without exploring options to resolve the problem. May be a fire-ready-aim type. May miss the complexity of a problem and force-it to what he/she is most comfortable with. Responds quickly without full follow-through or analysis to get it off of his/her desk. May be stuck in the past to what worked before; cannot think creatively to resolve problems in different or innovative ways.

## **ADAPTABILITY/FLEXIBILITY**

Maintains focus and positive attitude amidst change or when under pressure. Able to modify or shift behaviors in response to changing conditions, new information or customers' needs. Accepts and embraces changes in his/her job or in the organization. Maintains productivity and effectiveness in spite of changes. Is able to see the merits of perspectives different than his/her own.

**Exemplary Performance:** When asked to modify behaviors, always complies without complaint. Proactively steps up to try new ways of doing things and volunteers for new assignments. Is positive about changes and is a change leader in their team or organization.

**Below Target Performance:** Is unwilling or unable to adapt to changes without being pushed. Resists change and/or undermines/sabotages changes. Becomes agitated when asked to work outside the daily routine or to try something new. Frequently will not change mind, despite new information. Failure or resistance to change has caused issues or delays within the team, department or organization.