The 35 Universal Management Competencies

The 35 Management Competencies Defined

Measuring Top Performing Leaders and Managers

"Just as atoms and molecules combine to form compounds, these 35 leadership and management competencies combine to form the overall capacity to consistently deliver top leadership and management performance.*

* Always considered in light of one's specific area(s) of expertise."

35 Top Performer Management Competencies Defined

Note: Here we define each of the key 35 Universal Management Competencies that drive the managerial function in virtually every leadership and management role.

This guide will provide you with further insights into each of these essential competencies that comprise the overall management function that is defined as "efficiently getting results through other people." **Strong scores in these 35 competencies prove to be one of the key backbone measurements for identifying top performing managers.**

1. Working Effectively with Others:

Measures the ability to see and appreciate the needs and interests of others and the ability to deal with others in a concerned but objective manner.

Insight into Others
This is a measure of the ability to employ one's "gut instinct" effectively. It is both the intuitive evaluation and application of that evaluation. It is the capacity to enrich one's experience and tactics by virtue of this intuitive component that comes from the ability to understand others and apply that understanding in an effective way.

Attitude toward Others
This is a measure of the ability to see and appreciate the unique value and contribution that others are able to provide. It includes the capacity to interact with others without becoming personally involved in their issues to the point that the interaction clouds your decisions. It reflects an objective balanced perspective.

Prejudice Bias Index
This measures the ability to manage without fear of negative feedback from others who do not like the management decision(s) one makes. It calculates the need to be liked and viewed as a strong leader without over promising or ignoring one's duties and responsibilities.

Sensitivity to Others
This balances one's compassion for others and the desire to trust others with an objective ability to realistically see strengths and weaknesses and to not be blind to another's character flaws or to be unrealistically accountable for the effect one's actions or decisions will have on others.

Listening to Others
This measures the ability to retain a high expectation for other people's performance while avoiding the tendency to shift from being open and available to becoming overly critical and demanding when others do not deliver those high expectations. It is also a measure of the ability to listen to other's input while retaining an objective management style that balances optimistic expectations with realistic allowances for human error and avoidance of preset views that shut out viewpoints that differ from your own.

Talking at the Right Time
This measures the capacity to avoid overconfidence and over estimation of the value of one's own view on things and to be open to consideration of other people's concepts, ideas and solutions. It is the ability to consider alternatives and avoid the "I always know the best solution" mentality.

2. Managing the Activities of Others:

Measures the ability to see what is needed in order to actually get things done and accomplished.

Meeting Established Standards
This measures the ability to see what needs to be done; to identify both problems and potential workable solutions to those problems within the constraints and structure of the organization and available resources. It measures the willingness to respect and operate within the established guidelines without trying to overtly or covertly do things in one's own way while subordinating established standards.

Doing Things Right
This measures the capacity to balance one's need to get results against the tendency to ignore established rules and impose one's personal sense of what is right, wrong and the correct action on virtually every situation. This capacity also measures the ability to "let go" of one's individualistic beliefs when faced with circumstances, evidence and reason that that suggest the current view is incorrect.

Attention to Policies and Procedures
This measures the capacity to balance a creative, inventive solution without disregarding, ignoring or disrespecting established policies and procedures that might be viewed as limiting. It is the ability to balance one's NOW focus against a longer ranged strategic thinking that considers and factors the consequences of disvaluing established procedures.

Meeting Schedules and Deadlines
This measures the capacity to infuse what one thinks is right and is the correct action with the practical need to "get things done" on time and to specification. This competency balances "decision rigidity" with avoidance of analysis paralysis that happens when the path to decision and implementation is clouded by unreasonable perfectionistic thinking that sees only one way to do things.

Attitude toward Authority
This capacity measures the willingness to set aside one's own priorities and beliefs and to fit in and conform to accepted and established norms, protocols and rules. It measures the strength of the need to challenge the rules vs. a willingness to follow established procedures because they are requested by the organization.

Attention to Concrete Detail
This capacity measures the ability to see and evaluate what is happening in the external workplace world. It is the capability to value the standards, values, ideas and ways of doing things that generate results in a balanced and functional way. It is a measure of the ability to comingle one's personal beliefs and preferences with the needs of the organization.

3. Problem Solving:

Measures the ability to identify potential problems and generate effective solutions.

Evaluating What to Do
This capacity measures the ability to clearly see what is happening around them. It is both the capacity to understand the current problem, challenge or opportunity and the ability to view the relative importance of that issue in a balanced manner that is neither too optimistic nor pessimistic.

Using Common Sense
This capacity measures practical problem solving that incorporates balancing the need to achieve a result without an over reliance on "gut feeling" or preset models to solve problems. It incorporates one's sense of timing for when, where and how to take action in order to accomplish objectives.

Intuitive Insight
This is a measure of one's ability to rely upon their intuitive insight about what is the right or wrong tactic as a key factor when trying to solve the problems they face. When someone can meld this powerful "gut feeling component" with effective and logical practical thinking, good decisions will be the likely result.

Seeing Potential Problems
This is a measure of the capacity to see problems, challenges and opportunities from multiple perspectives. Every situation has structural, comparative and unique components; this score measures the ability to view those issues in a balanced way.

Proactive, Conceptual Thinking
This capacity measures the ability to balance one's need to take an action and achieve a result without subordinating the importance of considering the consequences of that action or result. It measures the willingness to tie up loose ends and to make certain that one's actions achieve an overall balanced and positive result.
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4. Planning and Organizing:

Measures the ability to set goals, build plans and translate them into action steps.

Realistic Goal Setting

This capacity measures the ability to view objectives and goals in an evaluative and wide focused manner. It scores the capacity to avoid strict black and white, narrowly focused or preset thinking and scores the ability to avoid compulsive and non-yielding beliefs that would tend to ignore evidence and circumstances that would suggest an alternate solution or course of action.

Short Range Planning

This measures the capacity to balance 3 factors in the realm of immediate or short term planning. First, the ability to coordinate one's view for how an action ought to be done with a logical, practical and viable alternative action plan; Second, it measures the ability to AVOID overlooking ideas, attitudes and ways of doing things simply because they do not offer an immediate benefit; and third, the ability to balance the inclination to hesitate due to a pursuit of perfection with the need to achieve a practical common sense solution.

Long Range Planning

This capacity measures one's ability to value the need for longer range planning due to an appreciation for the power of structure and organization and a freedom from confusion as circumstances create a degree of chaos that can shift one's focus from a longer range plan and organization to immediate issues. It is the ability to see that future planning can often eliminate a number of the current fire drills that keep happening over and over again due to a lack of future planning.

Concrete Organization

This is a measure of the capacity to pay attention to immediate, practical matters and to view those issues from a balanced manner that is devoid of rigid, preset thinking that comes from a repetitive "one size fits all solution perspective." It is also a measure of the ability to resist focusing primarily on what is wrong with a situation and to avoid the tendency to pursue wild "out of the box" solutions that may not connect to the issue at hand.

Conceptual Organization

This is a measure of the ability to balance a strong analytical, logical, clear and conforming analysis and planning while achieving an actual result. Without the result component, this could easily become "analysis paralysis." As is so often the case, it is a measure of the ability to balance two counter forces- strong reliance upon logic and analysis with bottom line results.

Attention to Planning

This measures the capacity to see the need for following a plan and to be able to recognize the related series of events that support or deviate from that plan. It is the ability to follow a plan and to exercise a reasonable degree of conformity and uniformity toward the plan as time goes by. It is the practice of using reliable foresight to accomplish results rather than hindsight as justification for the problems created due to a failure to follow a plan.

5. Getting Things Done:

Measures the ability to focus energy on tasks and follow them through to completion and to deal with stresses and strains without losing freedom of action.

Self Confidence
This is a measure of the individual's view of their overall ability to succeed in their current situation or circumstance. It also measures their view of their ability to perform to their potential in their current role(s) It measures one's capacity to be comfortable with their own identity without the need for others to provide them with direction and leadership and it measures the intensity of one's feeling of frustration, anxiety and indecision in the current role.

Goal Directedness
This capacity measures one's clarity of direction for their future endeavors. It calculates the ability to accurately see the probable "next steps" in light of both a degree of understanding of and adherence to how things OUGHT to unfold and how willing the person is to exert the effort to get there. As we have seen so often, it calculates the ability to balance one's future path with their ability to see how that path will provide them with an acceptable level of internal satisfaction.

Results Oriented
This capacity measures one's ability to focus on results from a practical thinking, practical consequence of action and strategies perspective. It is also the ability to balance the need for concrete immediate NOW RESULTS without sacrificing quality control and prudent "plan b" back up planning. It calculates the ability to avoid feeling so compelled to act that one takes the shortest path to solutions without mastering the steps required for sustainable solutions that provide long term benefit.

Ambition
This capacity measures one's clarity of their sense of overall direction in the workplace and life. It calculates an understanding of the rewards provided by specific goals and the value of commitment to achieving them. It views one's ability to know what is right for them and the strength of pursuit so that their actions square with their personal guide or code of conduct and personal ideals.

Persistence
This measures the commitment and dedication to the fulfillment of one's self goals, ideas, projects and commitments. It is the ability to marshal the vitality and energy to stay on track and on target but without becoming so stubborn with a perfectionistic focus that one cannot or will not see when a change of direction is called for and is the correct action for the given situation.

Consistency
This measures the capacity to push forward in a way that supports one's current role with a clear understanding of what they can do, will enjoy doing and will stay committed to doing. It measures the ability to avoid the tendency to be susceptible to new and interesting situations that may appear interesting but do not support one's primary responsibilities and commitments. It also measures the capacity to set achievable and realistic goals that are also challenging and rewarding.

6. Managing Self (Self Management):

Measures the ability to see, understand and be sensitive to one's personal uniqueness, confidence, competency, goals, and self organization.

Self Esteem
This measures the capacity to see the value that you bring to the job and to the world without allowing that understanding to become toxic arrogance. It is a measure of the ability to understand your strengths and to acknowledge them in a positive way that enables an effective manager to say no when appropriate, make realistic commitments, avoid becoming overly sensitive to what others think or say, avoid self deprecation, accept praise and avoid the paralysis can derive from a fear of success.

Self Assessment
This measures one's ability to realistically see both their own strengths and blockers. They would avoid overvaluation or undervaluation of their abilities and they would not be riddled with guilt and/or feelings of inadequacy if they make a mistake or do not exceed the expectation of others. Finally, this measures the ability to have an internal beacon that directs and guides one's actions as they interact with others.

Self Control
This measures the capacity to see and realistically appreciate one's abilities and how they can translate into a positive and useful contribution to society. This self knowing engenders a background of confidence that enables one to function without strong reactions to the inevitable push and pull of life's circumstances or the need to treat every issue as a crisis or respond to objections or criticisms in an emotional and impulsive way. This also measures the capacity to avoid distractions that sap energy, cause fatigue and prevent one from their day to day schedule and activities.

Role Satisfaction
This measures the capacity to see and appreciate one's place and function in the world. It indicates the individual is aware of the aspects of their role(s) that give them a feeling of contribution and fulfillment. They will likely feel they are performing at an acceptable level of potential and will be reasonably free from anxiety and frustration. *It should be noted that someone seeking a new employment connection may be temporarily negatively impacted by a lower score for this factor due to their unemployed circumstances.*

Flexibility and Adaptability
This capacity measures the ability to objectively evaluate situations, consider alternatives, and take actions that are based upon a balance of logical and emotional perspectives that consider but are not trapped by established protocols and a sense of duty and unswerving loyalty.

Health Tension Index
This capacity measures the freedom from frustration and anxiety that can happen when one's manager, peers or reports do not accept and/or embrace an idea, suggestion or recommendation. No one gets it right all the time but a poor score here suggests the individual would be negatively impacted by that rejection.