



# The Manager Competency Model

HayGroup®



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This booklet will provide you with a detailed description of the Manager Competency Model.

## What Is a Competency?

A competency is a measurable characteristic of a person that is related to effective performance in a specific job, organization, or culture.

These characteristics are defined through empirical research. At the Hay Group we develop competencies through a process of observing and interviewing outstanding performers in a wide variety of jobs and roles to determine what sets these outstanding employees apart from everyone else. These characteristics are defined in terms of behaviors—those thoughts and actions of outstanding performers. Because competencies are behavioral, they can be developed.

## Where Did These Competencies Come From?

McBer and Company (now part of the Hay Group) carried out the first competency study in 1973. Since that time our researchers have conducted thousands of competency studies on hundreds of jobs, worldwide. The studies that form the basis of our competency database are grounded in solid empirical research.

This Manager Model was derived by an in-depth analysis of this database of competencies—in particular, those of outstanding mid- and first-level managers. In creating this model we sought

to include those competencies that are most critical in defining excellence in a wide variety of management roles across industry.

The Hay Group is committed to keeping its competency models fresh and current. We update all our models whenever job and role conditions require.

## Today's Manager

Managers have always played a critical role in organizations. Mid- and first-level managers are key in guiding and directing front-line workers to success. The impact of outstanding managers on revenues and profits is well-documented.

The world of work has changed radically in many organizations over the past twenty years. Organizations are flatter; whole levels of management have been eliminated. Increased focus on the customer and rapid response to problems and opportunities has made the manager a vital resource in solving problems. Managers used to focus on solving problems that occurred within their organization; increasingly, they solve problems that involve a number of organizational entities or that cut across the entire enterprise. To do this, they must manage laterally and up as well as down.

## The Competency Clusters

The Manager Competencies reflect the challenges that today's manager faces. This model contains 11 competencies, organized in four clusters. The four clusters are—

- Managing Yourself
- Managing Your Team
- Managing the Work
- Managing Collaboratively

## Competency Levels

Each competency is defined in terms of four behavior levels. Level 1 is the most basic level of performance, and Level 4 the most sophisticated. For each competency, Level 3 is defined as the *target level*. Level 3 behaviors typically define excellence in managers' jobs.

## Workplace Factors That Impact the Need for Competencies

These key factors distinguish managerial environments:

- *The organizational structure.* Traditional organizations through the mid-twentieth century were modeled on the Roman military, in a hierarchical, functional manner. This type of organizational model allowed for consistency and control. Many modern organizations have responded to the need for seamless customer service and cross-functional cooperation by creating organizational structures that have fewer levels of management and that place greater responsibility on managers to solve problems that are cross-functional in nature. The manager's position may now place as much emphasis on coordination as control, thereby fostering collaboration as much as exerting influence over subordinates.
- *The nature of the workforce.* Managing knowledge workers is different from managing people in an industrial setting. In many organizations today, knowledge workers require—and many demand—autonomy, and resist strong control of any kind. Creativity has become more critical than conformity to a fixed standard of work.
- *The experience of your workforce.* The less experienced workforce may require you to act as a coach, an overseer, and a resource to ensure organizational results as well as individual growth and development.

The resulting implications: Different combinations of competencies will take on added importance in some manager roles, and higher levels of competency behaviors may be required to ensure outstanding performance of the manager's workforce. (Level 3 may not always be the right level for each manager.)

## Manager Competency Model



### Managing Yourself

- Empathy
- Self-Control
- Self-Confidence

### Managing Your Team

- Developing Others
- Holding People Accountable
- Team Leadership

### Managing the Work

- Results Orientation
- Initiative
- Problem Solving

### Managing Collaboratively

- Influencing Others
- Fostering Teamwork

## The Competencies

### *Managing Yourself*

**Empathy.** Recognizes and responds to others' feelings and concerns

- Recognizes others' emotions
- Understands people's feelings
- Understands what people mean
- Understands underlying reasons for behavior

**Self-Control.** Recognizes and manages one's emotions and strong feelings under stress or when provoked

- Holds back
- Responds calmly
- Responds constructively
- Calms others

**Self-Confidence.** Possesses confidence in one's ability to meet challenges and make the right decisions

- Acts independently
- Has confidence in own ability
- Takes on challenges
- Stands firm

### *Managing Your Team*

**Developing Others.** Helps others increase capabilities, maximize their potential, or recognize options

- Expresses positive expectations
- Gives directions or makes helpful suggestions
- Develops people by providing specific feedback
- Coaches

**Holding People Accountable.** Provides task focus and direction; ensures that others understand performance standards

- Provides task clarity
- Sets limits and boundaries
- Sets clear standards for high performance
- Takes corrective measures to ensure compliance

**Team Leadership.** Creates an environment in which people can work together to meet organizational goals

- Keeps people informed
- Promotes team's effectiveness
- Motivates and energizes the team
- Aligns team with the organization

### ***Managing the Work***

**Results Orientation.** Focuses on improving performance, meeting goals, and producing results

- Tracks performance
- Improves work processes
- Sets measurable, challenging goals
- Makes cost/benefit analysis

**Initiative.** Sees opportunities and acts on them

- Takes action
- Acts decisively
- Is proactive
- Takes a long-term view

**Problem Solving.** Identifies problems and tests alternative solutions to achieve the best outcome

- Objectively identifies problems
- Recognizes patterns
- Analyzes and tests alternatives
- Creates solutions

### ***Managing Collaboratively***

**Influencing Others.** Persuades, convinces, or influences others to change their viewpoint or accept a desired course of action

- Uses direct persuasion
- Uses several methods of direct persuasion
- Calculates impact of actions or words
- Uses complex influence strategies

**Fostering Teamwork.** Promotes cooperation and collaboration between individuals and groups

- Has positive expectations
- Encourages others
- Values others' input and expertise
- Promotes the team within the organization

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