Accountabilities and Competencies Across Levels

NOTES:
(1) This document is intended to be a resource or a tool to help facilitate performance development conversations.
(2) Some people optimally function as individual contributors or project managers, and do not aspire to manage and lead others.
(3) Focus on the depth and breadth of our respective roles. We will likely have strengths in some areas and growth edges in others.
(4) Self-reflect on progress in each area and invite feedback from others on how we are perceived in these areas.
(5) Those that progress to manager or leadership levels should embody the accountabilities and competencies of the preceding levels.

Role-Specific Behaviors	Leading Self (Individual Contributors, No Direct Reports)	Leading Others (Managers, Faculty, Advisors)	Leading Teams (Directors, Department Chairs)	Leading a Unit or Function (Deans and Vice Presidents – including Asst./Assoc./Sr./Exec.)	Leading the Organization (President, Executive Leadership Team, University Administrative Leadership Team)
Accountabilities	• Contribute to a shared understanding of leadership principles. • Increase personal effectiveness and performance. • Prepare for management or leadership role (if this is a goal or aspiration). • Demonstrate initiative and ownership in tasks. • Recognize and respect cultural differences in the workplace. • Seek feedback actively to improve performance.	• Transition from individual performer to leading a team. • Build relationships to get work done. • Resolve conflict constructively. • Solve problems successfully. • Support team members to do their best work. • Build a cohesive and collaborative team environment. • Foster an inclusive environment where diverse perspectives are valued. • Mentor team members to develop their skills.	• Integrate cross-functional perspectives in decisions. • Handle complexity. • Understand formal and informal networks. • Build positive work relationships. • Advocate for strategic initiatives to senior leaders. • Develop strategic initiatives. • Coach and develop managers to meet performance standards and expectations. • Promote team accountability and ownership. • Ensure team diversity and inclusivity in composition and practice.	• Coach and develop directors. • Participate in setting organizational direction. • Drive strategic alignment within the unit. • Balance team and university priorities. • Balance trade-offs between the short and long term. • Ensure alignment of functional strategies with organizational goals. • Build organizational capabilities and capacities. • Drive innovation within the function. • Develop a talent strategy aligned with business strategy. • Integrate intercultural fluency into the unit's strategic goals and initiatives.	• Set organizational vision and direction. • Foster alignment across the organization. • Inspire commitment to organizational goals. • Refine and build strong executive presence. • Champion sustainability initiatives. • Harness the expertise and capacity of the Board. • Champion organizational culture and values. • Develop a leadership strategy aligned with business strategy. • Sustain a culture that values diversity.
Competencies	• Establish credibility. • Lead with purpose. • Deliver results. • Exhibit emotional intelligence. • Embrace flexibility. • Navigate ambiguity. • Understand one's own values and culture. • Demonstrate continuous learning and improvement. • Continuously improve cultural awareness. • Enhance technical skills. • Be flexible and creative in solving complex, non-routine problems.	• Coach and develop others. • Lead team achievement. • Build and maintain relationships. • Delegate effectively. • Proactively address performance issues. • Solve problems innovatively. • Embrace change. • Adapt to differences in culture and workstyles. • Effectively communicate and resolve conflicts across cultures. • Provide clear technical guidance and support. • Manage emotional dynamics through change.	• Think and act systemically. • Manage organizational complexity. • Negotiate adeptly. • Identify and nurture talent. • Take risks. • Implement change. • Manage distributed teams. • Communicate organizational news effectively. • Inspire excellence. • Drive strategic initiatives. • Facilitate collaboration among team members from different cultural backgrounds. • Maintain technical expertise to guide the team and ensure timely project completion. • Encourage collaboration and innovation to address adaptive challenges.	• Identify opportunities to innovate. • Drive for results. • Think and act strategically. • Foster organizational engagement. • Work across boundaries. • Lead across the organization. • Manage organizational resources effectively. • Champion cross-functional collaboration. • Enhance unit's cultural competence. • Foster a culture open to change. • Develop and implement technical strategies that support unit goals to solve adaptive challenges.	• Create and articulate the vision. • Create strategic alignment. • Shape and sustain organizational culture. • Exhibit executive presence. • Create a culture of innovation. • Catalyze change. • Lead externally. • Drive organizational transformation. • Lead with a global perspective, addressing cultural dynamics that impact the organization. • Navigate interdependencies of adaptive challenges within the organization and its environment.

Note: This work has evolved by synthesizing work from Center for Creative Leadership and Maxwell's Five Levels of Leadership to lay a foundation for collaborative discussions at Central Washington University.