

MIDDLE MANAGER COMPETENCIES

We are occasionally called upon to assess Line Managers to see if they have potential for Middle Management and on occasions we are requested to assess Middle Manager competence as part of a 'selection criteria' when a redundancy situation is needed. Using our **Middle Manager Competency Model** we do this by asking Executives the following very straight forward questions:

Key Competencies of Middle Management

ABILITY TO THINK CLEARLY - Does this person think clearly when the pressure is on, the workload is high and prioritising is needed?

STRONG COMMERCIAL FOCUS - Does this person have business acumen? Is this person cost and profit conscious, do they consider financial aspects of decisions made and can they recognise business opportunities?

DESIRES CONTINUOUS IMPROVEMENT - Does this person strive to improve the performance of their people and their specific area of responsibility? During section visits does this person dig below the surface to root out improvement opportunities that will benefit the section and overall business?

ABILITY TO MAKE DECISIONS - Is this person a decision maker, do they take responsibility for the decisions they made, do they calculate the risk of the decisions they make?

DEVELOPING THE TEAM - Has this person a passion for manager development. Do he/she train, coach and mentor Line Managers when required to do so?

VALUES EMPOWERMENT - Values influence actions and behaviours which in-turn influences Culture. Will this person's true values and beliefs influence a positive sub-culture within his/her area of responsibility? Is this person's values and beliefs in-line with company values?

GENERAL MANAGEMENT AWARENESS - Can this person plan, organise and delegate?

INNOVATION AND CREATIVITY - Is this person creative and innovative in their thinking and problem solving? Does this person seek ideas and suggestions from others to improve the business and department success?

ABILITY TO MANAGE CHANGE - Can/does this person drive through necessary change when required to do so. Does this person identify necessary change, implement necessary procedures and provide the required support to support this change.

MANAGING UNCERTAINTY - Does this person manage uncertainty well, does this person have an optimistic calm and resilient style when under pressure?

PERFORMANCE MANAGEMENT - Does this person tolerate poor-performance? Is this person prepared to 'grasp the nettle' when poor-performance is identified? Does this person support others in the addressing of poor-performance?

SELF DEVELOPMENT AND LEARNING - is this person a self developer? Does this person learn from mistakes and develop from them. Has this person a hunger for developing their own skills and competencies?

MOTIVATION AND INSPIRATION - Does this person motivate by setting clear objectives and targets? Can this person inspire their managers in being better managers?

INFLUENCE AND PERSUASION - Does this person have excellent interpersonal skills and can this person adjust their management style to suit the profile and demands of a situation? Is this person a good communicator can they communicate the right message in the right way?