

## COMPETENCY DICTIONARY

**Managing Change** - Demonstrating support for innovation and for organizational changes needed to improve the organization’s effectiveness; supporting, initiating, sponsoring, and implementing organizational change; helping others to successfully manage organizational change.

	Basic	Proficient	Advanced
<b>Professional/ Specialist</b>	<ul style="list-style-type: none"> <li>• Works to produce innovative solutions</li> <li>• Accepts the need to set new business directions, partnerships, policies or procedures</li> <li>• Believes in the need to influence the future direction of an organizational unit or the overall business</li> <li>• Encourages people to have a clear understanding of the changes taking place in the organization</li> <li>• Believes in various change management activities (e.g., communications, education, team development. coaching)</li> <li>• Accepts the need for structures and processes to plan and manage the orderly implementation of change</li> <li>• Encourages individuals and groups to stay positive during significant change</li> <li>• Participates in groups or teams through the problem solving and creative thinking processes leading to the development and implementation of new approaches, systems, structures and methods</li> </ul>	<ul style="list-style-type: none"> <li>• Works cooperatively with others to produce innovative solutions</li> <li>• Takes the lead or supports the setting new business directions, partnerships, policies or procedures</li> <li>• Seizes opportunities to influence the future direction of an organizational unit or the overall business</li> <li>• Helps people to develop a clear understanding of what they will need to do differently, as a result of changes in the organization</li> <li>• Implements or supports various change management activities (e.g., communications, education, team development. coaching)</li> <li>• Establishes or supports structures and processes to plan and manage the orderly implementation of change</li> <li>• Helps individuals and groups manage the anxiety associated with significant change</li> <li>• Facilitates groups or teams through the problem solving and creative thinking processes leading to the development and implementation of new approaches, systems, structures and methods</li> </ul>	<ul style="list-style-type: none"> <li>• Works cooperatively with others to produce innovative, practical, and cost effective solutions</li> <li>• Takes the lead or supports the setting new business directions, partnerships, policies or procedures that produce effective results</li> <li>• Seizes opportunities to influence the future direction of an organizational unit or the overall business resulting in positive outcomes</li> <li>• Coaches and counsels people to develop a clear understanding and acceptance of what they will need to do differently, as a result of changes in the organization</li> <li>• Implements or supports various change management activities (e.g., communications, education, team development. coaching); helps people to successfully accept and adapt to change</li> <li>• Establishes or supports structures and processes to plan and manage the orderly implementation of change; effective and efficient at implementing change initiatives</li> <li>• Coaches and counsels individuals and groups manage the anxiety associated with significant change</li> <li>• Extremely proficient at facilitating groups or teams through the problem solving and creative thinking processes leading to the development and implementation of practical, cost effective new approaches, systems, structures and methods</li> </ul>

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<p><b>Supervisor/ Manager</b></p>	<ul style="list-style-type: none"> <li>• Works to produce innovative solutions</li> <li>• Accepts the need to set new business directions, partnerships, policies or procedures</li> <li>• Believes in the need to influence the future direction of an organizational unit or the overall business</li> <li>• Encourages people to have a clear understanding of the changes taking place in the organization</li> <li>• Believes in various change management activities (e.g., communications, education, team development. coaching)</li> <li>• Accepts the need for structures and processes to plan and manage the orderly implementation of change</li> <li>• Encourages individuals and groups to stay positive during significant change</li> <li>• Participates in groups or teams through the problem solving and creative thinking processes leading to the development and implementation of new approaches, systems, structures and methods</li> </ul>	<ul style="list-style-type: none"> <li>• Works cooperatively with others to produce innovative solutions</li> <li>• Takes the lead or supports the setting new business directions, partnerships, policies or procedures</li> <li>• Seizes opportunities to influence the future direction of an organizational unit or the overall business</li> <li>• Helps people to develop a clear understanding of what they will need to do differently, as a result of changes in the organization</li> <li>• Sponsors, implements or supports various change management activities (e.g., communications, education, team development. coaching)</li> <li>• Establishes or supports structures and processes to plan and manage the orderly implementation of change</li> <li>• Helps individuals and groups manage the anxiety associated with significant change</li> <li>• Facilitates groups or teams through the problem solving and creative thinking processes leading to the development and implementation of new approaches, systems, structures and methods</li> </ul>	<ul style="list-style-type: none"> <li>• Works cooperatively with others to produce innovative, practical, and cost effective solutions</li> <li>• Takes the lead or supports the setting new business directions, partnerships, policies or procedures that produce effective results</li> <li>• Seizes opportunities to influence the future direction of an organizational unit or the overall business resulting in positive outcomes</li> <li>• Coaches and counsels people to develop a clear understanding and acceptance of what they will need to do differently, as a result of changes in the organization</li> <li>• Sponsors, implements or supports various change management activities (e.g., communications, education, team development. coaching); helps people to successfully accept and adapt to change</li> <li>• Establishes or supports structures and processes to plan and manage the orderly implementation of change; effective and efficient at implementing change initiatives</li> <li>• Coaches and counsels individuals and groups manage the anxiety associated with significant change</li> <li>• Extremely proficient at facilitating groups or teams through the problem solving and creative thinking processes; develops and implements practical, cost effective new approaches, systems, structures and methods</li> </ul>
<p><b>Director/ Executive</b></p>	<ul style="list-style-type: none"> <li>• Works cooperatively with others to produce innovative solutions</li> <li>• Takes the lead or supports the setting new business directions, partnerships, policies or procedures</li> <li>• Seizes opportunities to influence the future direction of an organizational unit or the</li> </ul>	<ul style="list-style-type: none"> <li>• Works cooperatively with others to produce innovative, practical, and cost effective solutions</li> <li>• Takes the lead or supports the setting new business directions, partnerships, policies or procedures that produce effective results</li> <li>• Seizes opportunities to influence the future</li> </ul>	<ul style="list-style-type: none"> <li>• Creates a culture in the organization to work cooperatively with others to produce innovative, practical, and cost effective solutions</li> <li>• Champions the need to take the lead or support the setting new business directions, partnerships, policies or procedures that</li> </ul>

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### overall business

- Helps people to develop a clear understanding of what they will need to do differently, as a result of changes in the organization
- Sponsors, implements or supports various change management activities (e.g., communications, education, team development. coaching)
- Establishes or supports structures and processes to plan and manage the orderly implementation of change
- Helps individuals and groups manage the anxiety associated with significant change
- Facilitates groups or teams through the problem solving and creative thinking processes leading to the development and implementation of new approaches, systems, structures and methods

### direction of an organizational unit or the overall business resulting in positive outcomes

- Coaches and counsels people to develop a clear understanding and acceptance of what they will need to do differently, as a result of changes in the organization
- Sponsors, implements or supports various change management activities (e.g., communications, education, team development. coaching); helps people to successfully accept and adapt to change
- Establishes or supports structures and processes to plan and manage the orderly implementation of change; effective and efficient at implementing change initiatives
- Coaches and counsels individuals and groups manage the anxiety associated with significant change
- Extremely proficient at facilitating groups or teams through the problem solving and creative thinking processes; develops and implements practical, cost effective new approaches, systems, structures and methods

### produce effective results

- Is a role model for seizing opportunities to influence the future direction of an organizational unit or the overall business resulting in positive outcomes
- Helps other leaders to coach and counsel people to develop a clear understanding and acceptance of what they will need to do differently, as a result of changes in the organization
- Encourages and coaches other leaders to sponsor, implement or support various change management activities (e.g., communications, education, team development. coaching); helps people to successfully accept and adapt to change
- Has a long track record of establishing or supporting structures and processes to plan and manage the orderly implementation of change; effective and efficient at implementing change initiatives
- Helps other leaders to coach and counsel individuals and groups manage the anxiety associated with significant change
- Is well known in the organization for coaching others to be extremely proficient at facilitating groups or teams through the problem solving and creative thinking processes; helps others develop and implement practical, cost effective new approaches, systems, structures and methods