

Job Family Career Development Guide: Executive Level 2

The purpose of the Job Family Career Development Guide is to help employees and supervisors quickly identify competencies required for success at a designated career stream level. If you are currently employed at the above level, or aspire to someday work at this level, **complete the following steps**.

1. Review the Competency Summary table below and mark your level of experience and training, from your perspective, and ask that your supervisor do the same. This will help you to identify developmental opportunities.
2. Reference the Development Dimensions table below for potential development ideas and paths.
3. Upload your development plan into SuccessFactors ([watch how-to video](#)).

Competency Summary	Experience and Training		
	Limited Experience and/or Training	Moderate Experience and/or Training	Extensive Experience and/or Training
<p>1. Organizational Impact Head of a major job family for the University and/or for all operations of a group of job families. Establishes and implements strategies for the area of responsibility, with direct impact on the achievement of University results. Focus is on long term strategies (e.g., 3-5 Years) to achieve results. Directly influences the overall University vision / strategy.</p>			
<p>2. Leadership and Talent Management Manages major University job family or group of job families, which includes multiple teams led by Executives, Directors and Managers. Ensures appropriate selection, organization and leadership for major areas within the organization. Coaches and develops executive talent. Typically has substantial latitude for hiring, firing, promotion and reward authority within own area, in accordance with University guidelines</p>			
<p>3. Problem Solving and Complexity Responsible for improving upon entire processes or systems, leveraging on personal past experiences and in-depth understanding of best practices in the marketplace that may improve the competitive position of the University. Problems and issues faced are frequently complex and sometimes multi-dimensional, requiring broad- based consideration of variables that impact multiple areas of the organization. Extensively analyzes problems to seek understanding of the underlying issue and root cause of the problem.</p>			
<p>4. Communication & Influencing Others Communicates with parties within and outside of own job function, and typically has responsibilities for communicating with parties external to the organization. Frequently negotiates and compromises to influence internal and external parties who may have conflicting objectives to accept concepts, practices and approaches. Represents a “face” of the University to the public within area of expertise. Requires the ability to influence the strategic vision of the University.</p>			
<p>5. Knowledge and Experience Requires exceptional business knowledge, general management and leadership capability to lead business or functional teams. Requires technical and operational capability to define and/or oversee program design in broad area of responsibility. Typically has broad substantive management experience across multiple professional disciplines within the organization. Applies extensive expertise and provides thought leadership. Typically requires a University Degree or equivalent experience and minimum 10 plus year’s prior relevant experience.</p>			

Optional: [Click here to access on-the-job development ideas](#). If you are interested in colleague and stakeholder feedback, concerning potential developmental opportunities, consider launching a 360 Feedback Survey. [Click here to watch How-To video](#).