

Job Family Career Development Guide: Executive Level 3

The purpose of the Job Family Career Development Guide is to help employees and supervisors quickly identify overarching 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 Dimension 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 Formulates policies, strategies, and systems that best position the University in the competitive marketplace. Directs critical programs or functions through a diverse team of subordinate executives. Informs the University's long-term strategic vision. Accountable for managing and communicating long-term direction and achieving broad strategies that link directly to University-wide objectives.</p>			
<p>2. Leadership and Talent Management Manages University System, ensures appropriate selection, organization, and leadership for the University. Coaches and develops executive talent</p>			
<p>3. Problem Solving and Complexity Situations encountered are often unique and require the development of new approaches to problem solving. Develops and implements new initiatives to address complex problems and/or capitalize on opportunities. Responsible for integrating and aligning strategic plans for the University as a whole, assessing long-term needs and establishing objectives. Decisions are guided by broad operating plans and strategic vision. Often the main decision point on issues that have major and long-term consequences for the University.</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 with internal and external parties who may have conflicting objectives to accept concepts, practices and approaches. Represents the "face" of the University to the public. Requires the ability to define the strategic vision of the University.</p>			
<p>5. Knowledge and Experience Expert knowledge and expertise in theories, concepts, and principles of both management and designated field of study typically obtained through a Master's or post graduate degree or equivalent and more than 15 years of professional experience. Knowledge permits the employee to develop new hypotheses, theories, and concepts. This will include significant experience in managing financial and human resources as well as experience developing, gaining support for, and executing short and long-term strategic plans.</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](#).