

Job Family Career Development Guide: Management Level 4

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 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
1. Organizational Impact Establishes key elements of tactical and operational plans with direct impact towards the achievement of results of the area. Focus is on short- to mid-term operational plans (e.g., 1- 2 years). Develops new products, processes, standards or operational plans in support of the area. May have budget accountability for area or manage elements of the budget.			
2. Leadership and Talent Management Manages a large team typically comprised of other managers and/or supervisors and experienced professionals. Typically has hiring, firing, promotion and reward authority within own area, in accordance with manager review and approval.			
3. Problem Solving and Complexity Problems and issues faced are numerous and undefined, and require detailed information gathering, analysis and investigation to understand the problem. Problems are difficult and moderately complex. Problems typically involve multiple sites, geographies, products/services or constituents. Problems are typically solved through drawing from prior experience and analysis of issues. Has responsibility for making moderate to significant improvements of processes, systems or products to enhance performance of area.			
4. Communication & Influencing Others Communicates with parties within and outside of own area, which may include external constituents depending upon the area. Requires ability to influence others outside of own area on policies, practices and procedures.			
5. Knowledge and Experience Requires broad management and leadership knowledge to lead project or program teams in one department/job family. Typically has advanced knowledge and skills within a specific technical or professional discipline with broad understanding of other areas within the department/job family. Typically requires a University degree or equivalent experience and minimum 6-7 years prior relevant experience.			

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](#).