

Job Family Career Development Guide: Management Level 6

The purpose of the Job Family Career Development Guide is to help employees and supervisors quickly identify competencies and skills 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 Owns and develops the most critical strategic and operational goals for multiple departments, a large unit or a sub-family. Directs activities that have substantial impact on the achievement of results for the area. Develops strategies to achieve results for the area and has major impact on the results of the area. Significant authority for developing and implementing new processes, policies, standards or operating plans in support of area strategy. Typically has budget accountability for multiple departments or a large unit.</p>			
<p>2. Leadership and Talent Management Manages multiple departments or a large unit, which includes multiple teams led by managers and/or supervisors. Responsible for creating workforce and staffing plans for departments/unit to ensure availability of human capital necessary to accomplish departmental business results. Typically has hiring, firing, promotion and reward authority within own area, in accordance with University guidelines.</p>			
<p>3. Problem Solving and Complexity Problems and issues faced are numerous and undefined, where information is typically difficult to obtain. Conducts extensive investigation to understand the root cause of problems. Problems are typically difficult, and sometimes complex. Problems typically involve multiple areas, job families or constituents. Problems are typically solved through drawing from prior experience and analysis of issues. Level has responsibility for improving upon entire processes or systems using significant conceptualizing, reasoning and interpretation skills.</p>			
<p>4. Communication & Influencing Others Communicates with parties within and outside of area, and typically has responsibilities for communicating with parties external to the organization. Works to convince others to accept area's view/current practices and agree/accept new concepts, practices, and approaches. Requires ability to communicate with executive leadership regarding matters of significant importance to the organization. May conduct briefings with senior leaders within the job family.</p>			
<p>5. Knowledge and Experience Requires deep management and leadership knowledge to lead cross-department project teams or manage across multiple job families. Typically has mastery within a specific technical discipline/area or broad expertise across multiple related disciplines. Typically requires an advanced University degree or equivalent experience and minimum 10 years 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](#).