

Mid-Level Managers oversee and have accountability for achieving results with teams, departments, or other organizational divisions. They work within the larger organization to ensure employee and process effectiveness by monitoring performance or other key metrics. In large part, they achieve results through others; they set clear expectations, motivate employees to meet them, provide coaching and development, and ensure appropriate staffing and delegation.

Example positions

Department Manager, Branch Manager, Division Director, Marketing Director, VP of Operations, Center Manager, Operations Manager, Department Head, Program Manager

COMPETENCIES

Driving results – Mid-Level Managers motivate individuals to achieve and exceed goals by establishing accountabilities, clarifying performance expectations, agreeing to high standards and measures, monitoring and reviewing performance, and providing timely and relevant feedback.

Fact-based management – They view the organization as an open system, synthesize information from diverse sources, come to conclusions, and make decisions that are rational and based on sound evidence.

Coaching and developing others – They provide quality time and planned commitment to direct reports and provide processes and opportunities for them to understand their strengths and limitations in relation to a range of high-quality and relevant competencies.

Leadership communication – Mid-Level Managers generate a shared commitment to the organization, building morale, and encouraging ownership of mission, goals, and values.

Process management – They take a systematic approach in contributing to making the company's workflow more effective, efficient, and capable of adapting to an ever-changing environment.

Organizational savvy – They gather and accurately assess information related to the organization's formal and informal communication channels and power relationships.

Delegating – They display strong awareness of when, how, and to whom to delegate and will clearly communicate objectives, tasks, long-term benefits, and expectations for outcomes in order to empower others to take greater responsibility.

Team Building – They enable and encourage group members to work together to complete tasks and accomplish goals that individual members could not accomplish alone.

Decisiveness – Mid-Level Managers tend toward taking calculated risks by making decisions and taking action, even in the absence of all information

Representative behaviors

- Conveys a sense of urgency that motivates others to achieve goals
- Uses data and reporting to hold people accountable for meeting goals
- Gives constructive criticism in a way that motivates the individual or team to improve
- Clearly communicates vision and strategy across all organizational levels
- Recognizes opportunities for synergy and integration
- Moves fluidly between all levels of the organization in order to build wide support for ideas and plans
- Delegates assignments to the appropriate person based on skill set and job accountabilities
- Creates a work environment in which team members are comfortable sharing their opinions
- Is willing to make decisions in the face of opposition



JOB MODEL

Leading	Active Communication	Interpersonal Dynamics	Decisions	Solving Problems	Managing Processes	Self-Management
Leadership Maturity	Influence and Persuasion	Interpersonal Sensitivity	Deliberate Decision Making	Creativity and Innovation	Quality Focus	Composure and Resiliency
Leadership Communication	Conflict Management	Helpfulness	Decisiveness	Analytical Thinking	Compliance	Generating and Expressing Enthusiasm
Driving Results	Negotiating	Service Focus	Strategic Thinking	Learning Agility	Response Orientation	Strength of Conviction
Leading Change	Active Listening	Relationship Building	Organizational Citizenship	Scientific Acumen	Safety Focus	Achievement Motivation and Perseverance
Managing Innovation	Communicating	Collaboration and Teamwork	Information Seeking	Business Acumen	Process Management	Self-Awareness
Managing Quality	Instructing	Organizational Savvy			Time Management	Adaptability
Team Building		Global Mindset			Planning and Priority Setting	Initiating Action
Coaching and Developing Others					Organizing and Documenting Information	Accountability
Delegating					Applying Standard Practices	Professionalism
Fact-Based Management						Continuous Learning
Strategic Talent Management						Extended Task Focus
Directing						Comfort with Ambiguity

