



OCDE Executive Leadership Series
2011-2012
Description of Performance Dimensions



Performance Dimension: Managing employees

Relevant Competencies: Delegate to employees effectively
Broaden employee opportunities
Act with fairness toward direct reports
Manage workflow

Observable Skills, Actions, and Behaviors:

- Clearly and comfortably delegate routine tasks and decisions
- Clearly and comfortably delegate important tasks and decisions
- Broadly share responsibility and accountability
- Let peers and team members finish their own work
- Does not look over the shoulders of those two whom they have delegated
- Provides challenging and stretching tasks and assignments
- Holds frequent development discussions
- Is aware of each person's career goals
- Constructs compelling development plans and executes them
- Encourages people to accept developmental opportunities
- Mentors those who need help and further development
- Treats direct reports equitably
- Acts fairly
- Has candid discussions
- Doesn't give preferential treatment
- Clearly assigns responsibility for tasks and decisions
- Sets clear objectives and measures
- Monitors process, progress, and results
- Designs feedback loops into work
- Can design practices, processes, and procedures which allow managing from a distance
- Can make things work through others without being there