



MANAGERS' COMPASS Competency Rubric

This rubric is designed as a dual-purpose tool: **for senior management areas**, it provides a structured framework to guide the development of new managers by identifying growth stages and setting clear expectations for progression. **For new managers**, it serves as a self-assessment resource to reflect on current capabilities, recognize areas for improvement, and plan actionable steps toward mastery. By using this rubric collaboratively, managers and their leaders can create personalized development plans that foster confidence, competence, and long-term success.

Start with Self-Assessment: New managers should review each competency and identify where they currently fall—Emerging, Developing, Proficient, or Advanced. It is appropriate to be “Emerging” on all competencies if this is your first role that supervises others. **Prioritize Growth Areas:** Focus on 2-3 competencies that will have the greatest impact on your role and team performance. **Set Specific Goals:** Translate rubric descriptions into actionable goals (e.g., move from “Emerging” to “Developing” in Delegating Effectively within 3 months by attending the following trainings, reading this text, etc.) **Seek Feedback:** Share your self-assessment with your manager or mentor to validate and refine your development plan. **Track Progress:** Revisit the rubric quarterly to measure growth and adjust strategies.

Developmental Levels

Competency	Emerging	Developing	Proficient	Advanced
Developing Self and Others	Has had limited opportunity to build this competency and is beginning to explore its importance. Demonstrates curiosity and openness to learning.	Actively building this competency through practice and reflection. Applies skills inconsistently but embraces feedback, seeks learning opportunities, and shows persistence in improving.	Demonstrates consistent application and continues to refine approaches. Actively looks for ways to deepen expertise, adapt strategies, and support others' growth.	Models mastery and uses expertise to elevate others. Innovates practices, mentors broadly, and influences organizational culture toward continuous development.
Setting Clear Expectations	Starting to understand why clarity matters and exploring ways to provide direction. Shows interest in learning effective approaches.	Working to improve clarity and consistency in communication. Experiments with strategies, asks for input, and learns from experience to strengthen this skill.	Consistently sets clear expectations and reflects on effectiveness. Adapts approaches to meet diverse needs and seeks opportunities to enhance alignment.	Shapes expectations at a strategic level and coaches others to excel. Champions clarity as a leadership standard and drives alignment across teams.
Delegating Effectively	Recognizes the value of delegation and is beginning to practice it. Shows openness to learning how to delegate well.	Practicing delegation with growing confidence. Learns to match tasks to strengths, reflects on outcomes, and adjusts approach based on feedback.	Delegates thoughtfully and evaluates impact. Continuously improves by incorporating feedback and fostering team capability.	Uses delegation as a strategic development tool. Mentors others in advanced delegation practices and promotes empowerment across the organization.

Competency	Emerging	Developing	Proficient	Advanced
Giving Constructive Feedback	Exploring the role of feedback in growth and starting to practice sharing observations. Demonstrates willingness to learn.	Building skill in giving feedback by trying new approaches, seeking guidance, and reflecting on impact. Shows commitment to improving clarity and usefulness.	Provides feedback consistently and evaluates its impact. Actively seeks ways to make feedback more developmental and growth-focused.	Creates a feedback-rich environment and teaches others advanced feedback techniques. Uses feedback to drive organizational learning and innovation.
Managing Performance	Beginning to learn structured approaches for supporting performance. Shows interest in applying processes.	Developing consistency in managing performance by applying processes, learning from challenges, and seeking feedback to improve.	Manages performance reliably and reflects on outcomes to refine processes. Actively seeks strategies to strengthen accountability and support.	Leads performance management at a strategic level. Coaches others in advanced techniques and fosters a culture of accountability and growth.
Handling Difficult Conversations	Recognizes the importance of addressing sensitive topics and is open to learning strategies. Beginning to build confidence.	Practicing difficult conversations with growing skill. Learns from experience, seeks coaching, and reflects to improve tone and timing.	Handles challenging conversations effectively and reflects on ways to improve. Adapts strategies to build trust and positive outcomes.	Guides others in mastering difficult conversations. Shapes organizational norms for openness and constructive dialogue.
Coaching for Daily Success	Starting to see the value of coaching and exploring ways to integrate it into daily work. Shows curiosity and openness.	Building consistency in coaching by applying techniques, asking for feedback, and reflecting on results. Demonstrates persistence in improving.	Uses coaching techniques effectively and evaluates impact. Continuously seeks ways to integrate coaching into broader team practices.	Champions coaching as a cultural norm. Mentors others in advanced coaching strategies and drives systemic development initiatives.
Communicating Clearly	Recognizes the impact of clear communication and is beginning to practice it. Demonstrates openness to feedback.	Actively improving communication by experimenting with tone, structure, and audience awareness. Seeks feedback and applies learning.	Communicates clearly and reflects on effectiveness. Adapts style for diverse audiences and seeks opportunities to enhance influence.	Models exceptional communication and teaches others advanced techniques. Shapes communication standards and fosters organizational clarity.

Competency	Emerging	Developing	Proficient	Advanced
Listening and Responding Thoughtfully	Exploring active listening techniques and showing interest in improving responsiveness. Demonstrates willingness to learn.	Practicing active listening and working to respond thoughtfully. Reflects on interactions and applies feedback to strengthen trust.	Listens deeply and responds with empathy consistently. Reflects on impact and seeks ways to strengthen relationships.	Sets the standard for listening excellence and mentors others. Builds systems that promote trust and responsive action across teams.
Running Effective Meetings	Beginning to learn planning basics and the value of structured meetings. Shows openness to applying new strategies.	Improving meeting effectiveness by applying structure, engaging participants, and reflecting on outcomes. Seeks feedback to refine facilitation.	Facilitates productive meetings and evaluates effectiveness. Continuously improves engagement and decision-making processes.	Designs meeting strategies that drive collaboration and innovation. Coaches others and influences organizational meeting culture.
Planning and Prioritizing Work	Recognizes the importance of planning and prioritizing and is starting to apply foundational skills. Demonstrates interest in growth.	Building planning habits by setting priorities, learning from missed deadlines, and adjusting based on feedback. Shows commitment to improvement.	Plans and prioritizes effectively and reflects on outcomes to improve. Adapts strategies to changing needs and seeks efficiency gains.	Shapes planning practices at a strategic level. Mentors others and drives organizational alignment with long-term goals.
Navigating University Systems	Beginning to explore systems and resources to understand processes. Shows curiosity and willingness to learn.	Learning to navigate systems with growing independence. Practices using resources, asks questions, and reflects on efficiency.	Uses systems confidently and evaluates processes for improvement. Shares knowledge and supports others in building competence.	Leads process improvement and mentors others in system navigation. Influences policy and promotes efficiency across the organization.
Modeling Ethics and Professional Conduct	Recognizes the importance of ethics and professionalism and is learning expectations. Demonstrates openness to growth.	Strengthening consistency in modeling values by reflecting on actions, seeking feedback, and applying standards in varied situations.	Acts with integrity and reflects on ways to model values more broadly. Seeks opportunities to influence ethical practices.	Champions ethics and professionalism at an organizational level. Mentors others and sets standards that shape culture and decision-making.