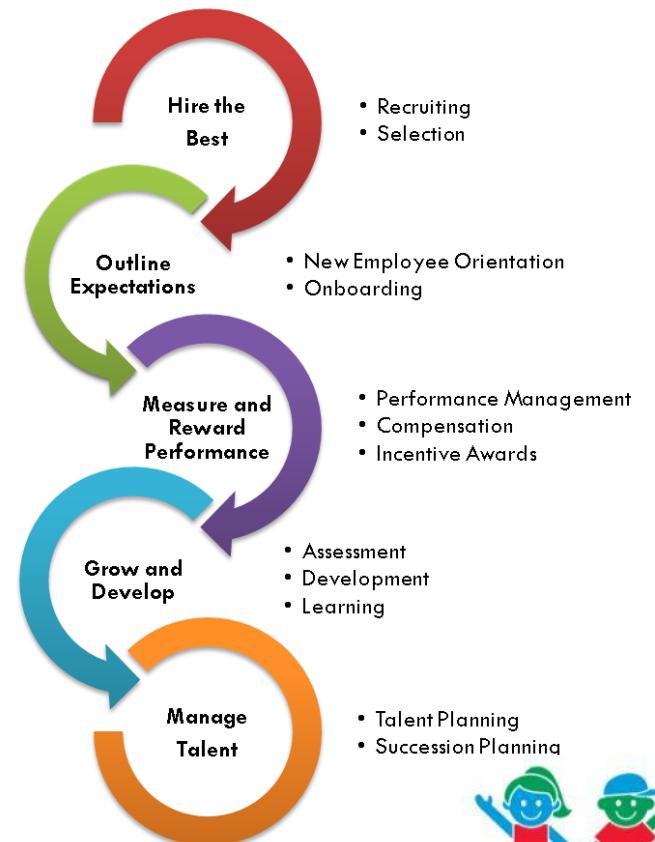
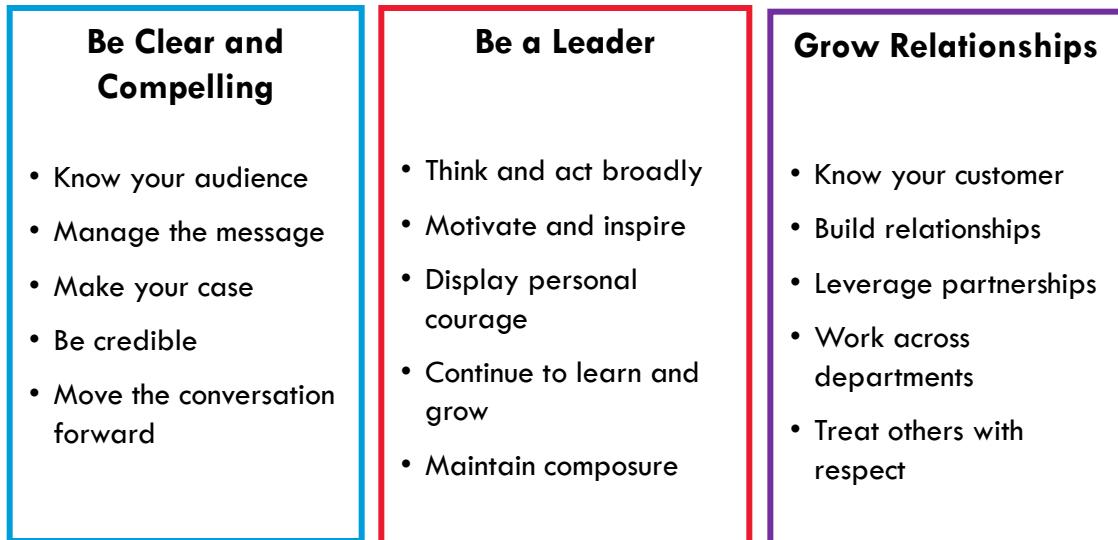
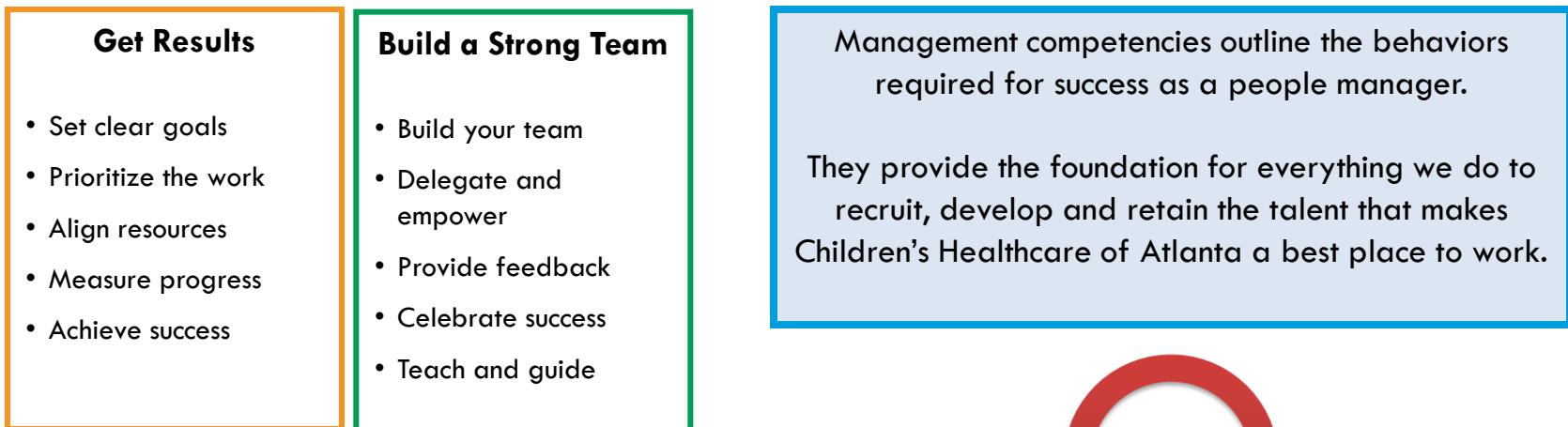


Children's Management Competencies



Get Results

Set clear goals <ul style="list-style-type: none">Define results to be achieved and how success is measuredDevelop action plans with clear milestones and deliverablesEnsure goals are understood and hold people accountable	Prioritize the work <ul style="list-style-type: none">Assess the importance and urgency of workFocus energy on the most important objectivesReorder priorities when necessary to adapt to changing situations	Align resources <ul style="list-style-type: none">Know and leverage people's strengthsAssign staff based on their skills and abilitiesCreate practices and processes that drive accountability	Measure progress <ul style="list-style-type: none">Monitor progress on action plansMove quickly to remove obstacles to successUse metrics to forecast and redirect effort as necessary	Achieve success <ul style="list-style-type: none">Ensure goals are achieved on timeMeasure success at goal completionTake accountability for both success and failure
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Build a Strong Team

Build your team <ul style="list-style-type: none">Know what skills and experience your team needsRecruit and hire the best peopleEngage and motivate your team	Delegate and empower <ul style="list-style-type: none">Trust your team to manage tasks/projects independentlyProvide guidance and support as neededAllow freedom to try new and different ways of doing things	Provide feedback <ul style="list-style-type: none">Give timely, specific feedback when you observe behaviorDiscuss strengths and opportunities to improveHelp your team identify actions to improve performance	Celebrate success <ul style="list-style-type: none">Use available tools and resources to recognize your teamShow timely appreciation for good workPause to celebrate small wins along the way	Teach and guide <ul style="list-style-type: none">Share your knowledge, experience and lessons learnedAllow room to fail and use mistakes as an opportunity to teachSet "stretch" goals for your team
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Be Clear and Compelling

Know your audience <ul style="list-style-type: none">Know your key stakeholdersInvolve the right people in the conversationPrepare materials at the appropriate level	Manage the message <ul style="list-style-type: none">Identify the best way to communicate (e.g., face to face, phone, email)Adapt the amount and type of information shared to your audienceKeep the message simple, well-organized and easy to follow	Make your case <ul style="list-style-type: none">Explain the why behind what you're asking to provide contextBalance talking and listening to encourage dialogueRead your audience and flex your style accordingly	Be credible <ul style="list-style-type: none">Know what you're talking aboutProject confidence and commitmentCommand attention across multiple audiences	Move the conversation forward <ul style="list-style-type: none">Identify and communicate next stepsFollow up on unanswered questions or requested informationKeep stakeholders informed
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Be a Leader

Think broadly <ul style="list-style-type: none">Think with a perspective broader than your departmentConsider the impact of your decisions on othersAccept and support system decisions publicly and privately	Motivate others <ul style="list-style-type: none">Role model the behavior you expect as an example for othersConnect to others with your passion and visionRelate work to the Values to keep people engaged	Display personal courage <ul style="list-style-type: none">Have a point of view on controversial issuesMake the right decision even when it's unpopularAddress unproductive conflict quickly and decisively	Continue to learn and grow <ul style="list-style-type: none">Seek out opportunities to develop new skillsAsk for, and act on, feedbackLearn from personal mistakes and move on	Maintain composure <ul style="list-style-type: none">Carry yourself with confidenceRemain calm and composed under pressureLead by example
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Grow Relationships

Know your customer <ul style="list-style-type: none">Identify whose support is important for the success of your businessSpend time with customers to understand their needsEnsure the customer's perspective is present in all decisions	Build relationships <ul style="list-style-type: none">Invest time to build relationships before you need themWin others' trust by speaking honestly and acting with integrityBe willing to give help, as well as receive it	Leverage partnerships <ul style="list-style-type: none">Know when to ask for help and when to offer itUse partners as a sounding board to seek input and feedbackBorrow others' influence to promote your ideas and initiatives	Work across departments <ul style="list-style-type: none">Engage managers from other departments to understand their goalsEstablish mutually beneficial goals where possibleLeverage expertise in other areas to achieve greater results	Treat others with respect <ul style="list-style-type: none">Strive to understand where others are coming from; show empathyBe responsive and willing to collaborate when others reach outDo what you say you're going to do
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