

# Managerial Success Profile



The Managerial Success Profile features four overall **Areas** (as shown in outer circle) that group specific **leadership competencies** (as listed in interior circle) that represent the major challenges facing FAA managers. The competencies include an associated set of desired **behaviors** (as shown in center) that demonstrate that skill.

# Managerial Success Profile

Areas of Success	Competency
<p><b>Achieving Results</b></p> <p>Successful managers apply a variety of techniques to deliver results. They establish clear, measurable performance objectives for their unit and the people they manage. They adjust the way work is performed to meet changing conditions and demands. They make tough decisions to solve complex problems. They track costs of doing business; and, they make appropriate people and budget adjustments to achieve objectives. They understand their customers' requirements and focus on delivering high quality products and service to satisfy those requirements.</p>	<ul style="list-style-type: none"> <li>■ Managing Organizational Performance</li> <li>■ Accountability and Measurement</li> <li>■ Problem Solving</li> <li>■ Business Acumen</li> <li>■ Customer Focus</li> </ul>
<p><b>Leading People</b></p> <p>Successful managers recognize that talented people working together accomplish the work of the FAA. They use teamwork effectively to achieve business results. They ensure equal employment opportunities in the workplace; and, they capitalize on diversity of talent to enhance team performance. They recognize and reward high performance; and, they provide constructive feedback to employees to facilitate their development. They create an environment in which people thrive and accomplish their best.</p>	<ul style="list-style-type: none"> <li>■ Building Teamwork and Cooperation</li> <li>■ Building a Model EEO Workplace</li> <li>■ Developing Talent</li> </ul>
<p><b>Building Relationships</b></p> <p>Successful managers skillfully communicate and work with others. They communicate openly and honestly. They foster open communication and exchange of ideas and knowledge. They establish networks inside and outside their organization to foster agency objectives. They collaborate with others to achieve results; and, they handle emotionally charged or controversial issues responsibly. They lead with consistency, dignity, compassion, and integrity.</p>	<ul style="list-style-type: none"> <li>■ Communication</li> <li>■ Building Alliances</li> <li>■ Interpersonal Relations and Influence</li> <li>■ Integrity and Honesty</li> </ul>
<p><b>Leading Change</b></p> <p>Successful managers build a shared vision with others across their organization. They plan for changing trends that can affect operations. They change viewpoints, behavior, and work methods in response to new information. They recover quickly from setbacks; and, they help others build realistic expectations toward organizational change. They demonstrate a positive attitude toward achieving results.</p>	<ul style="list-style-type: none"> <li>■ Vision</li> <li>■ Strategy Formulation</li> <li>■ Agility</li> <li>■ Innovation</li> </ul>