Management Competency framework with positive and negative behavioural indicators

Owner: Health, Wellbeing and Safety (HR)
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Source: United Kingdom ACAS (Advisory, Conciliation and Arbitration Service)

Note: The top five competencies that affect work-related stress are highlighted in green

Competency	Positive examples of Manager Behaviour	Negative examples of Manager Behaviour
Managing workload and resources	• Bringing in additional resource to handle workload • Work with staff to prioritise work • Aware of team members ability when allocating tasks • Monitoring team workload • Refusing to take on additional work when team is under pressure	• Delegating work unequally across the team • Creating unrealistic deadlines • Showing lack of awareness of how much pressure team are under • Asking for tasks without checking workload first
Dealing with work problems	• Following through problems on behalf of employees • Developing action plans • Breaking problems down into manageable parts • Dealing rationally with problems	• Listening but not resolving problems • Being indecisive about a decisions • Not taking issues and problems seriously • Assuming problems will sort themselves out • Gives little or no direction to staff
Process Planning and Organisation	• Reviewing processes to see if work can be improved • Asking themselves 'could this be done better?' • Prioritising future workloads • Working proactively rather than reactively	• Not using consistent processes • Sticking too rigidly to rules and procedures • Panicking about deadlines rather than planning • Makes short-term demands rather than allowing planning • Creates unrealistic deadlines
Empowerment	• Trusting employees to do their work • Giving employees responsibility • Steering employees in a direction rather than imposing direction	• Managing 'under a microscope' • Extending so much authority employees feel a lack of direction • Imposing a culture of 'my way is the only way'
Participative approach	• Provides opportunity to air views • Provides regular team meetings • Prepared to listen to what employees have to say • Knows when to consult employees and when to make a decision	• Not listening when employee asks for help • Presenting a final solution rather than options • Making decisions without consultation • Opts out of decision making: leave it to the team to work it out
Development	• Encourages staff to go on training courses that are relevant to the business or an agreed part of the staff member's development • Provides mentoring and coaching • Regularly reviews and plans for staff development • Helps staff to develop within the role	• Refuses requests for training • Sees training as a reward or indulgence • Not providing opportunities to enhance or broaden the job • Not allowing employees to use their new training
Accessible / Visible	• Being accessible and ensuring staff know you are accessible to them at any time • Having an open door policy • Making time to talk to employees at their desks	• Being constantly at meetings/away from the office • Saying 'don't bother me now' • Not attending lunches or social events with employees

Management Competency framework with positive and negative behavioural indicators

Competency	Positive examples of Manager Behaviour	Negative examples of Manager Behaviour
Health and Safety	• Knowing how health and safety applies to your workplace • Incorporating health and safety into normal operations • Planning for safety including risk assessments, workplace inspections and safety training	• Not taking Health and Safety seriously • Questioning the capability of a staff member who has raised a safety issue • Delegating all health and safety tasks
Feedback	• Praising good work • Acknowledging employees efforts • Operating a no blame culture • Passing positive feedback about the team to senior management	• Not giving credit for hitting deadlines • Seeing feedback as only 'one way' • Giving feedback employees are wrong just because their way of working is different • Gives more negative than positive feedback
Individual consideration	• Provides regular one-to-ones with employees • Flexible with regard to work-life balance issues	• Only meets staff members when there is a problem or at PPRs • Job too important for flexibility • Assumes rather than checks that staff are OK
Managing Conflict	• Listening objectively to both sides of the conflict • Supporting and • Actively seeks resolution • Follows-up and try to identify the facts in incidents of abuse • Deals with conflict straight forwardly and honestly • Follows up on conflicts after resolution	• Not addressing inappropriate behaviour and bullying • Trying to keep the peace rather than sort out problems • Taking sides • Not taking employee complaints seriously
Expressing and managing own emotions	• Having a positive approach • Acting calmly when under pressure • Walking away when feeling unable to control emotion • Recognising and apologising for poor behaviour	• Passing on stress to employees • Panics about deadlines • Acting aggressively • Loosing temper with employees • Being unpredictable in mood • Takes suggestions for improvement as a personal criticism
Acting with Integrity	• Keeps employee issues private and confidential • Admits mistakes • Treats all employees with same importance	• Speaks about employees behind their backs • Makes promises, then doesn't deliver • Makes personal issues public • Has favourites
Friendly Style	• Willing to have a laugh and a joke • Socialises with team • Pulls their weight at team functions (contributes food and drinks, helps set up and tidy up afterwards) • Regularly has informal chats with all employees	• Criticises people in front of colleagues • Pulls team up for talking/laughing during working hours • Uses harsh tone of voice when asking for things
Communication	• Keeps team informed what is happening in the organisation • Communicates clear goals and objectives • Explains exactly what is required	• Keeps people in the dark • Holds meetings 'behind closed doors' • Doesn't provide timely communication on organisational change

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Competency	Positive examples of Manager Behaviour	Negative examples of Manager Behaviour
Taking Responsibility	• 'Leading from the front' • Steps in to help out when needed • Communicating 'the buck stops with me' • Deals with difficult customers with employees	• Saying 'it's not my problem' • Blaming the team if things go wrong • Walking away from problems • Relies on others to deal with problems •
Knowledge of Job	• Able to put themselves in employees' shoes • Has enough expertise to give good advice • Knows what employees are doing	• Doesn't have the necessary knowledge to do the job • Doesn't take time to learn about the employee's job
Empathy	• Takes an interest in employee's personal lives • Aware of different personalities and styles of working within the team • Notices when a team member is behaving out of character	• Insensitive to people's personal issues • Refuses to believe someone is becoming stressed • Maintains a distance from employees 'us and them' • Shows a lack of consideration for work–life balance
Seeking Advice	• Seeks help from occupational health when necessary • Seeks advice from other managers with more experience • Uses HR when dealing with a problem	• Is afraid to ask questions • Seeks advice because "I have to" • Seeks advice to handball it to someone else

These competencies can be related back to the six major factors that can drive work related stress.

Stress management competency	Management Standard	Definition of Management Standard
• Managing workload and resources • Dealing with work problems • Process Planning and Organisation	Demands	Includes issues like workload, work patterns and the work environment
• Empowerment • Participative approach • Development	Control	How much say the person has in the way they do their work
• Accessible/Visible • Health and Safety • Feedback • Individual Consideration	Support	Includes the encouragement, sponsorship and resources provided by the organisation, line management and colleagues
• Managing Conflict • Expressing and Managing Emotions Acting with Integrity • Friendly Style	Relationships	Includes promoting positive working to avoid conflict and dealing with unacceptable behaviour
• Communication	Role	Whether people understand their role within the organisation and whether the organisation ensures that the person does not have conflicting roles
	Change	How organisational change is managed and communicated in the organisation
• Knowledge of Job • Taking Responsibility • Empathy • Seeking Advice	Other	