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## Suggestions for Using “Valued Management Competencies for Success in a Global World: What Is and What Might Be”

### Objectives:

- Identify management traits that are rewarded and promoted in your organization
- See how frequently you and other managers or executives already have the traits that are valued
- Identify traits you are overlooking for success in a global world
- Consider how difficult it might be for diverse candidates to succeed and be promoted in your organization
- Get a sense that other cultures have traits we can learn from

### Intended Audience

- Facilitator, consultant, or HR professional working with a middle-management group to help look at opening their promotion process
- Affirmative action officer or vice president of HR who wants to help an executive staff understand current promotability with an eye toward opening up the system

### Processing the Activity:

- Ask participants to fill out the worksheet. When working with an executive staff, discuss responses among the whole group. For a middle-management group, break up into small groups first, then process with the entire group.
- Chart the list of competencies on an easel in front of the group. Put checks by them every time they are mentioned. You can also place a check when the word might not be exactly the same but the concept is. For example, being honest and having integrity are the same meaning.

### Questions for Discussion:

- Discuss each of the questions with the biggest focus on what qualities are being promoted?
- How does this model of promotability hold a diverse candidate back?
- What can we do about it?
- Where is the opportunity for the organization to expand the list of qualities needed and rewarded?
- What are the consequences for the organization if nothing changes?

### Caveats and Considerations:

- Do not even begin the analyses of valued management traits unless you are willing to do something about broadening the criteria. Looking at the issue will raise expectations, but doing nothing will create cynicism and hopelessness.