

Organizational Barriers to the Use of Management Competencies

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My Job

- There may be insufficient resources (people, machinery, facilities or technology).
- Budget shifts may create cutbacks in staffing and developmental resources.
- Civil service and procurement rules may pose hiring and contracting obstacles.

My Co-Workers

- Union contracts and constraints may affect how my co-workers and I work together.
- A new manager may inherit burned out, demoralized or inexperienced subordinates.
- Employee turnover may cause loss of key institutional knowledge and memory.

My Manager

- Lack of clear expectations from my manager may affect my use of competencies.
- Lack of regular feedback from my manager may affect my use of competencies.
- Lack of warranted recognition from my manager may affect my use of competencies.

My Division

- There may be lack of cross-division trust and respect.
- My division may not get the help needed from vendors to execute its mission.

My Agency

- My agency's atmosphere/culture may lack professionalism or collegiality.
- My agency may be small with resource issues or large with collaboration issues.
- Newly elected or appointed officials may change my agency's program priorities.
- Unanticipated natural or civil disasters may shift my agency's resources.

Leadership

- Executive management may be inhospitable to competency based development.
- Planning may be exclusively top down with little or no input from lower levels.

Motivation

- Civil service system rules and regulations may bar motivational incentives.
- Field offices may feel isolated and disconnected from the headquarters office.

Communication

- Insufficient upward communication may affect my use of competencies.
- Insufficient lateral communication may affect my use of competencies.

Decisions

- Bureaucratic red tape or inertia may affect my Agency's decision making.
- Insufficient pre-decisional input opportunities may affect my use of competencies.

Goals

- Vague or unattainable organizational goals may affect my use of competencies.
- Insufficient input to goal setting may affect my use of competencies.

Control

- I may have to wait a long time for funding, procurement and contracts.
- Delays may cause my agency or my unit to lose an ideal lease opportunity.