

Performance **S**kills **Leader**

Sample Individual Reports

INTRODUCTION

Report Overview

Recently, you completed the PS Leader assessment. You may recall that you were asked to provide two ratings for a number of leadership behaviors. For each behavior, you rated the level of proficiency that is required in the job and you rated your current level of proficiency. Your supervisor and others may have completed an assessment for you as well. This report presents your assessment results. The report sections included in this report include:

1. EXECUTIVE SUMMARY

The Executive Summary provides you with an overview of your results. It is the only section in this feedback report that provides you with competency-level results. You will find two reports in this section:

- Job Requirements Comparison
- Competency Ranking

As you review these reports, remember that not all competencies will have equal importance for your job. Consider your own personal goals, your organization's goals, and any other influencing factors as you interpret these reports.

In addition, keep in mind that a competency score is the average of all of the behaviors that are related to the competency. The behavior-level reports presented in the Job Strengths and Development Needs and Support Data sections of this report will give you more detailed information about your results.

2. JOB STRENGTHS AND DEVELOPMENT NEEDS

The Job Strengths and Development Needs section of your feedback highlights the behaviors in which you show relatively more job strengths and those in which you have relatively stronger development needs. The results presented in this section are behavior-level results. The information is presented in two reports:

- Overview of Job Strengths
- Overview of Development Needs

3. SUPPORT DATA

This section of your feedback presents detailed results of your PS Leader assessment. It provides results from everyone who provided ratings on each behavior (ratings from your peers and subordinates have been averaged).

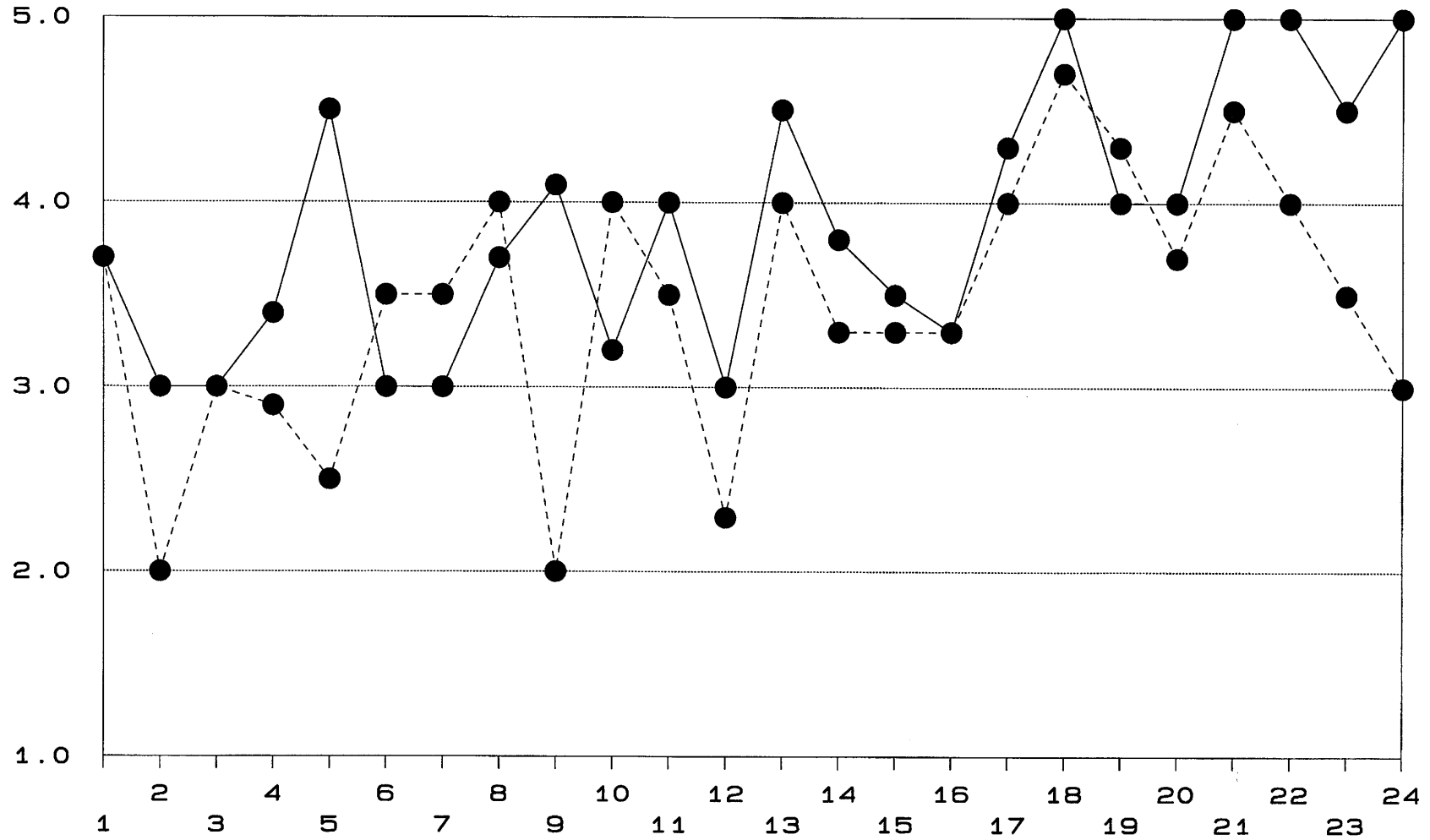
4. DEVELOPMENT SUGGESTIONS

This section of your feedback provides suggested development activities you can undertake to help you improve in certain areas. The development suggestions are based on the Job Strengths and Development Needs section of your report. Twelve sets of suggestions are included: four for areas of strength and eight for development needs.

JOB REQUIREMENTS COMPARISON

Self and Supervisor

Required Proficiency



Self
Supervisor

Competencies
(See Competency Definitions)

JOB REQUIREMENTS COMPARISON

Competency Scores

Competency	Self Required Proficiency	Supervisor Required Proficiency
1. Action Orientation. Takes action and risks when needed; makes difficult decisions when necessary.	3.7	3.7
2. Budgeting. Prepares and justifies budget; monitors expenses.	3.0	2.0
3. Business Knowledge. Stays informed on all aspects of the business that impacts or influences decision making.	3.0	3.0
4. Coaching. Ensures task assignments are understood and appropriate; adapts leadership style to situations and people; empowers, motivates, and guides others; provides feedback effectively; and provides opportunities for career development.	3.4	2.9
5. Commitment to Workforce Diversity. Manages workforce diversity by being sensitive to differences; provides employment and development opportunities for a diverse workforce.	4.5	2.5
6. Conflict Resolution and Negotiation. Anticipates and seeks to resolve confrontations, disagreements, and complaints in a constructive manner; negotiates to find mutually acceptable solutions.	3.0	3.5
7. Creativity and Innovation. Identifies new possibilities and solutions; fosters innovation among others.	3.0	3.5
8. Flexibility. Adapts to change in the work environment; effectively copes with stress.	3.7	4.0
9. Human Resource Management. Applies effective practices in recruitment, selection, performance appraisal, recognition, and corrective/disciplinary action; promotes affirmative employment, good labor relations, and employee well-being.	4.1	2.0
10. Influencing. Networks with, and provides information to, key groups and individuals; appropriately uses persuasion and authority in dealing with others to achieve goals.	3.2	4.0

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JOB REQUIREMENTS COMPARISON

Competency Scores

Competency	Self Required Proficiency	Supervisor Required Proficiency
11. Interpersonal Skills. Considers and responds appropriately to the needs, feelings, capabilities and interests of others; provides feedback; treats others equitably.	4.0	3.5
12. Change Management. Champions organizational change; plans for managing change and helping the workforce deal with work-related transitions.	3.0	2.3
13. Oral Communication. Listens to others; makes clear and effective oral presentations to individuals and groups. (NOTE: For persons who are deaf or hard-of-hearing, use of a sign language interpreter may be appropriate.)	4.5	4.0
14. Planning and Executing. Establishes policies, guidelines, plans, and priorities; identifies required resources; plans and coordinates with others; monitors progress and evaluates outcomes; improves organizational efficiency and effectiveness.	3.8	3.3
15. Problem Solving and Decision Making. Recognizes and defines problems; analyzes relevant information; considers a variety of factors in selecting alternative solutions.	3.5	3.3
16. Quality Centered. Actively seeks customer input; ensures customer needs are met; continuously seeks to improve the quality of services, products, and processes.	3.3	3.3
17. Results Focus. Works persistently to achieve goals and overcome obstacles; takes advantage of opportunities to further goals; displays accountability for results.	4.3	4.0
18. Role Modeling. Leads by example; shows congruence between words and actions; follows through on arguments.	5.0	4.7
19. Self-Development. Realistically assesses own strengths, weaknesses, and impact on others; seeks feedback from others; invests in own development; maintains technical proficiency.	4.0	4.3
20. Team Leadership. Fosters cooperation, communication, and consensus among groups.	4.0	3.7

(continued...)

JOB REQUIREMENTS COMPARISON

Competency Scores

Competency	Self Required Proficiency	Supervisor Required Proficiency
21. Technology Management and Application. Applies new technologies to organizational needs; ensures staff are trained and capable.	5.0	4.5
22. Time Management. Manages time efficiently.	5.0	4.0
23. Writing. Communicates effectively in writing; reviews and critiques others' writing.	4.5	3.5
24. Visioning. Creates a vision for the organization; promotes wide ownership and commitment to the vision; ensures actions are consistent with the vision.	5.0	3.0

COMPETENCY RANKING

Job Strengths

	<u>Self</u>	<u>Supervisor</u>	<u>Direct Report</u>	<u>Peer</u>
1.	Budgeting	Budgeting	Writing	Budgeting
2.	Commitment to Workforce Diversity	Human Resource Management	Oral Communication	Writing
3.	Creativity and Innovation	Change Management	Human Resource Management	Commitment to Workforce Diversity
4.	Change Management	Commitment to Workforce Diversity	Self-Development	Creativity and Innovation
5.	Influencing	Coaching	Conflict Resolution and Negotiation	Visioning
6.	Conflict Resolution and Negotiation	Technology Management and Application	Flexibility	Time Management
7.	Action Orientation	Planning and Executing	Quality Centered	Human Resource Management
8.	Flexibility	Business Knowledge	Planning and Executing	Change Management
9.	Business Knowledge	Visioning	Time Management	Role Modeling
10.	Coaching	Problem Solving and Decision Making	Problem Solving and Decision Making	Planning and Executing
11.	Interpersonal Skills	Quality Centered	Influencing	Results Focus
12.	Quality Centered	Influencing	Interpersonal Skills	Oral Communication
13.	Problem Solving and Decision Making	Conflict Resolution and Negotiation	Change Management	Team Leadership
14.	Planning and Executing	Creativity and Innovation	Action Orientation	Self-Development
15.	Results Focus	Interpersonal Skills	Results Focus	Quality Centered
16.	Human Resource Management	Writing	Role Modeling	Coaching
17.	Team Leadership	Action Orientation	Creativity and Innovation	Influencing
18.	Self-Development	Flexibility	Technology Management and Application	Interpersonal Skills
19.	Role Modeling	Results Focus	Budgeting	Technology Management and Application
20.	Technology Management and Application	Time Management	Commitment to Workforce Diversity	Conflict Resolution and Negotiation
21.	Time Management	Role Modeling	Visioning	Action Orientation
22.	Oral Communication	Self-Development	Coaching	Business Knowledge
23.	Visioning	Team Leadership	Business Knowledge	Flexibility
24.	Writing	Oral Communication	Team Leadership	Problem Solving and Decision Making

Development Needs

OVERVIEW OF JOB STRENGTHS

Self Perceptions

You view the following areas as job strengths:	Competency Linkage
36. Informs management, employees, and others of program objectives and developments.	Influencing
4. Prepares and justifies budgets for own organization, projects, and activities.	Budgeting
5. Tracks expenses and monitors against budget to ensure cost-effective resource management.	Budgeting
14. Provides positive feedback in a manner that reinforces and elicits desirable behavior.	Coaching
20. Addresses and seeks to resolve formal and informal complaints from employees.	Conflict Resolution and Negotiation

Supervisor Perceptions

Your supervisor views the following areas as job strengths:	Competency Linkage
38. Persuades management, employees, peers, and others to "buy into" a course of action.	Influencing
51. Coordinates with other parts of the organization to accomplish goals.	Planning and Executing
75. Applies evolving technologies and methodologies to manage and improve organizational effectiveness.	Technology Management and Application
16. Determines employees' needs and provides opportunities for career development.	Coaching
18. Provides employment and development opportunities for a diverse workforce.	Commitment to Workforce Diversity

OVERVIEW OF JOB STRENGTHS

Direct Report Perceptions

Your direct report raters view the following areas as job strengths:	Competency Linkage
46. Makes clear and effective oral presentations to individuals and groups. 78. Communicates facts and ideas in writing in a clear, succinct, and organized manner. 79. Reviews and critiques others' writing in a constructive and substantive manner. 29. Takes an active role in recruiting and/or retaining staff. 20. Addresses and seeks to resolve formal and informal complaints from employees.	Oral Communication Writing Writing Human Resource Management Conflict Resolution and Negotiation

Peer Perceptions

Your peer raters view the following areas as job strengths:	Competency Linkage
79. Reviews and critiques others' writing in a constructive and substantive manner. 48. Develops and adjusts strategic and other long-term plans. 80. Creates a vision of the organization's future. 42. Champions organizational change based upon a strategic view of the future. 5. Tracks expenses and monitors against budget to ensure cost-effective resource management.	Writing Planning and Executing Visioning Change Management Budgeting

OVERVIEW OF DEVELOPMENT NEEDS

Self Perceptions

You view the following areas as development needs:	Competency Linkage
78. Communicates facts and ideas in writing in a clear, succinct, and organized manner.	Writing
82. Executes the vision by ensuring that actions (e.g., decisions) by self and team are consistent with and support accomplishment of the vision.	Visioning
81. Communicates the vision in a way that promotes wide ownership and commitment.	Visioning
80. Creates a vision of the organization's future.	Visioning
75. Applies evolving technologies and methodologies to manage and improve organizational effectiveness.	Technology Management and Application

Supervisor Perceptions

Your supervisor views the following areas as development needs:	Competency Linkage
73. Creates an environment that encourages open communication and collective problem solving.	Team Leadership
72. Fosters cooperation and teamwork among team members.	Team Leadership
68. Realistically assesses own strengths, weaknesses, and impact on others.	Self-Development
46. Makes clear and effective oral presentations to individuals and groups.	Oral Communication
76. Ensures staff are trained and capable in new technology.	Technology Management and Application

OVERVIEW OF DEVELOPMENT NEEDS

Direct Report Perceptions

Your direct report raters view the following areas as development needs:	Competency Linkage
72. Fosters cooperation and teamwork among team members.	Team Leadership
74. Seeks consensus among diverse viewpoints to build group commitment.	Team Leadership
75. Applies evolving technologies and methodologies to manage and improve organizational effectiveness.	Technology Management and Application
12. Empowers others by sharing power and authority commensurate with delegated responsibilities.	Coaching
6. Keeps up-to-date on the industry, competition, trends, and developments affecting the business.	Business Knowledge

Peer Perceptions

Your peer raters view the following areas as development needs:	Competency Linkage
57. Uses qualitative and quantitative data and analytical tools in problem solving.	Problem Solving and Decision Making
8. Explains work tasks so that employees clearly understand their job assignments and expectations.	Coaching
55. Anticipates potential problems, issues, and opportunities.	Problem Solving and Decision Making
28. Plans for needed or mandated changes in the size and composition of staff.	Human Resource Management
26. Copes effectively with personal and job pressures that cause stress.	Flexibility

TASK SCORES

Competency/Tasks

Ratings

Action Orientation

1. Acts decisively on own authority when timely action is needed, even in uncertain, difficult, or unpopular situations.
2. Takes calculated risks to move initiatives forward.
3. Initiates appropriate action without being directed to do so.

Self			Supervisor			Direct Report			Peer		
Required Proficiency	Current Proficiency	Gap	Required Proficiency	Current Proficiency	Gap	Required Proficiency	Current Proficiency	Gap	Required Proficiency	Current Proficiency	Gap
3.0	3.0	0.0	3.0	3.0	0.0	3.5	3.0	-0.5	3.7	3.0	-0.7
4.0	4.0	0.0	4.0	4.0	0.0	3.5	3.0	-0.5	3.3	2.7	-0.6
4.0	4.0	0.0	4.0	4.0	0.0	4.0	4.0	0.0	3.7	3.3	-0.4

Budgeting

4. Prepares and justifies budgets for own organization, projects, and activities.
5. Tracks expenses and monitors against budget to ensure cost-effective resource management.

Self			Supervisor			Direct Report			Peer		
Required Proficiency	Current Proficiency	Gap	Required Proficiency	Current Proficiency	Gap	Required Proficiency	Current Proficiency	Gap	Required Proficiency	Current Proficiency	Gap
3.0	4.0	1.0	2.0	2.0	0.0	3.0	2.0	-1.0	2.0	2.0	0.0
3.0	4.0	1.0	2.0	2.0	0.0	3.0	2.0	-1.0	1.5	1.5	0.0

TASK SCORES

Competency/Tasks

Ratings

Business Knowledge

Self			Supervisor			Direct Report			Peer		
Required Proficiency	Current Proficiency	Gap	Required Proficiency	Current Proficiency	Gap	Required Proficiency	Current Proficiency	Gap	Required Proficiency	Current Proficiency	Gap
3.0	3.0	0.0	3.0	3.0	0.0	4.0	2.5	-1.5	4.0	3.3	-0.7
3.0	2.0	-1.0	3.0	3.0	0.0	4.0	3.0	-1.0	3.7	3.3	-0.4

6. Keeps up-to-date on the industry, competition, trends, and developments affecting the business.
7. Understands how the business operates to accomplish its mission, including the business's component operations, strategic priorities, and organizational roles.

Coaching

Self			Supervisor			Direct Report			Peer		
Required Proficiency	Current Proficiency	Gap	Required Proficiency	Current Proficiency	Gap	Required Proficiency	Current Proficiency	Gap	Required Proficiency	Current Proficiency	Gap
3.0	3.0	0.0	3.0	3.0	0.0	4.0	3.5	-0.5	4.5	4.0	-0.5
4.0	4.0	0.0	2.0	2.0	0.0	4.5	4.0	-0.5	3.5	3.3	-0.2
4.0	3.0	-1.0	4.0	4.0	0.0	4.5	3.5	-1.0	3.3	3.0	-0.3
3.0	2.0	-1.0	3.0	3.0	0.0	2.5	2.5	0.0	3.0	3.0	0.0
4.0	3.0	-1.0	3.0	3.0	0.0	4.0	2.5	-1.5	3.7	3.0	-0.7

8. Explains work tasks so that employees clearly understand their job assignments and expectations.
9. Considers individuals' interests and abilities in assigning work.
10. Adjusts leadership style to fit a variety of situations and people.
11. Inspires, motivates, and guides others toward goal accomplishment.
12. Empowers others by sharing power and authority commensurate with delegated responsibilities.

TASK SCORES

Competency/Tasks

Ratings

Coaching

	Self			Supervisor			Direct Report			Peer		
	Required Proficiency	Current Proficiency	Gap	Required Proficiency	Current Proficiency	Gap	Required Proficiency	Current Proficiency	Gap	Required Proficiency	Current Proficiency	Gap
13. Challenges direct reports and others to achieve their potential.	3.0	3.0	0.0	3.0	3.0	0.0	3.0	3.0	0.0	3.3	3.3	0.0
14. Provides positive feedback in a manner that reinforces and elicits desirable behavior.	3.0	4.0	1.0	3.0	3.0	0.0	4.0	3.0	-1.0	3.3	3.0	-0.3
15. Provides constructive feedback in a timely manner.	3.0	3.0	0.0	4.0	4.0	0.0	3.5	3.0	-0.5	3.3	3.0	-0.3
16. Determines employees' needs and provides opportunities for career development.	4.0	4.0	0.0	1.0	1.0	0.0	3.5	3.0	-0.5	2.7	2.7	0.0

Commitment to Workforce Diversity

	Self			Supervisor			Direct Report			Peer		
	Required Proficiency	Current Proficiency	Gap	Required Proficiency	Current Proficiency	Gap	Required Proficiency	Current Proficiency	Gap	Required Proficiency	Current Proficiency	Gap
17. Manages workforce diversity by being sensitive to employees with gender, racial, social, educational, and other individual differences.	4.0	5.0	1.0	4.0	4.0	0.0	4.0	3.5	-0.5	3.0	3.0	0.0
18. Provides employment and development opportunities for a diverse workforce.	5.0	5.0	0.0	1.0	1.0	0.0	3.5	3.0	-0.5	2.7	2.7	0.0

TASK SCORES

Competency/Tasks

Ratings

Conflict Resolution and Negotiation

	Self			Supervisor			Direct Report			Peer		
	Required Proficiency	Current Proficiency	Gap	Required Proficiency	Current Proficiency	Gap	Required Proficiency	Current Proficiency	Gap	Required Proficiency	Current Proficiency	Gap
19. Facilitates the resolution of individual and group confrontations and disagreements in a constructive manner.	3.0	2.0	-1.0	3.0	3.0	0.0	4.0	4.0	0.0	3.0	2.3	-0.7
20. Addresses and seeks to resolve formal and informal complaints from employees.	3.0	4.0	1.0	4.0	4.0	0.0	3.5	4.0	0.5	4.0	3.3	-0.7
21. Identifies and understands the interests of others in the negotiation process.	3.0	2.0	-1.0	4.0	4.0	0.0	4.5	4.5	0.0	3.0	2.7	-0.3
22. Negotiates to find mutually acceptable solutions.	3.0	3.0	0.0	3.0	3.0	0.0	4.0	4.0	0.0	4.0	3.3	-0.7

Creativity and Innovation

	Self			Supervisor			Direct Report			Peer		
	Required Proficiency	Current Proficiency	Gap	Required Proficiency	Current Proficiency	Gap	Required Proficiency	Current Proficiency	Gap	Required Proficiency	Current Proficiency	Gap
23. Reshapes ideas and information in ways that reveal new possibilities.	3.0	3.0	0.0	4.0	4.0	0.0	4.0	3.5	-0.5	3.0	3.0	0.0
24. Creates an environment that encourages imaginative solutions to work-related situations and problems.	3.0	3.0	0.0	3.0	3.0	0.0	4.0	4.0	0.0	2.7	2.7	0.0

TASK SCORES

Competency/Tasks

Ratings

Flexibility

	Self			Supervisor			Direct Report			Peer		
	Required Proficiency	Current Proficiency	Gap	Required Proficiency	Current Proficiency	Gap	Required Proficiency	Current Proficiency	Gap	Required Proficiency	Current Proficiency	Gap
25. Adapts behavior and work methods in response to ambiguity, new information, changing conditions, or unexpected obstacles.	4.0	4.0	0.0	4.0	4.0	0.0	2.5	2.5	0.0	4.0	3.7	-0.3
26. Copes effectively with personal and job pressures that cause stress.	3.0	4.0	1.0	4.0	4.0	0.0	4.0	4.0	0.0	4.0	3.3	-0.7
27. Responds to reversals and setbacks in a constructive manner.	4.0	3.0	-1.0	4.0	4.0	0.0	4.0	3.5	-0.5	4.0	3.7	-0.3

Human Resource Management

	Self			Supervisor			Direct Report			Peer		
	Required Proficiency	Current Proficiency	Gap	Required Proficiency	Current Proficiency	Gap	Required Proficiency	Current Proficiency	Gap	Required Proficiency	Current Proficiency	Gap
28. Plans for needed or mandated changes in the size and composition of staff.	4.0	4.0	0.0	1.0	1.0	0.0	2.5	2.5	0.0	4.0	3.3	-0.7
29. Takes an active role in recruiting and/or retaining staff.	5.0	5.0	0.0	1.0	1.0	0.0	2.0	2.0	0.0	2.3	2.3	0.0
30. Uses the performance management process to establish performance expectations, assess employee performance, give timely feedback, and conduct formal performance appraisals.	5.0	5.0	0.0	1.0	1.0	0.0	3.5	3.5	0.0	3.0	3.0	0.0

TASK SCORES

Competency/Tasks

Ratings

Human Resource Management

Self			Supervisor			Direct Report			Peer		
Required Proficiency	Current Proficiency	Gap	Required Proficiency	Current Proficiency	Gap	Required Proficiency	Current Proficiency	Gap	Required Proficiency	Current Proficiency	Gap
4.0	5.0	1.0	3.0	3.0	0.0	3.0	3.0	0.0	2.7	2.7	0.0
4.0	2.0	-2.0	1.0	1.0	0.0	3.5	3.0	-0.5	2.7	2.3	-0.4
3.0	3.0	0.0	3.0	3.0	0.0	3.5	3.0	-0.5	2.7	3.0	0.3
4.0	4.0	0.0	4.0	4.0	0.0	3.0	2.5	-0.5	3.0	3.0	0.0

31. Recognizes and rewards performance based on standards and organizational goals.

32. Takes appropriate corrective/disciplinary actions with employees.

33. Uses human resources practices that promote good labor-management and employee relations.

34. Supports programs and activities that deal with employee well-being such as safety, health, and family life.

Influencing

Self			Supervisor			Direct Report			Peer		
Required Proficiency	Current Proficiency	Gap	Required Proficiency	Current Proficiency	Gap	Required Proficiency	Current Proficiency	Gap	Required Proficiency	Current Proficiency	Gap
3.0	3.0	0.0	4.0	4.0	0.0	4.0	3.5	-0.5	4.0	4.0	0.0
2.0	3.0	1.0	4.0	4.0	0.0	3.5	2.5	-1.0	3.5	3.0	-0.5
3.0	3.0	0.0	4.0	4.0	0.0	3.0	2.0	-1.0	3.7	3.7	0.0

35. Networks with key individuals or groups to accomplish goals.

36. Informs management, employees, and others of program objectives and developments.

37. Represents/promotes the organization or program to others.

TASK SCORES

Competency/Tasks

Ratings

Influencing

Self			Supervisor			Direct Report			Peer		
Required Proficiency	Current Proficiency	Gap	Required Proficiency	Current Proficiency	Gap	Required Proficiency	Current Proficiency	Gap	Required Proficiency	Current Proficiency	Gap
4.0	4.0	0.0	4.0	5.0	1.0	3.5	4.0	0.5	3.3	3.0	-0.3
4.0	3.0	-1.0	4.0	4.0	0.0	3.5	4.0	0.5	3.3	3.0	-0.3

38. Persuades management, employees, peers, and others to "buy into" a course of action.

39. Uses power, authority, and influence appropriately to achieve goals.

Interpersonal Skills

Self			Supervisor			Direct Report			Peer		
Required Proficiency	Current Proficiency	Gap	Required Proficiency	Current Proficiency	Gap	Required Proficiency	Current Proficiency	Gap	Required Proficiency	Current Proficiency	Gap
4.0	4.0	0.0	3.0	3.0	0.0	3.0	2.0	-1.0	4.0	3.7	-0.3
4.0	4.0	0.0	4.0	4.0	0.0	3.0	2.5	-0.5	3.7	3.7	0.0

40. Considers and responds appropriately to the needs, feelings, and capabilities of others.

41. Creates a work environment where individuals are treated equitably.

Change Management

Self			Supervisor			Direct Report			Peer		
Required Proficiency	Current Proficiency	Gap	Required Proficiency	Current Proficiency	Gap	Required Proficiency	Current Proficiency	Gap	Required Proficiency	Current Proficiency	Gap
3.0	3.0	0.0	3.0	3.0	0.0	3.0	2.5	-0.5	2.0	2.5	0.5

42. Champions organizational change based upon a strategic view of the future.

TASK SCORES

Competency/Tasks

Ratings

Change Management

Self			Supervisor			Direct Report			Peer		
Required Proficiency	Current Proficiency	Gap	Required Proficiency	Current Proficiency	Gap	Required Proficiency	Current Proficiency	Gap	Required Proficiency	Current Proficiency	Gap
3.0	2.0	-1.0	2.0	2.0	0.0	3.0	3.0	0.0	3.5	3.0	-0.5
3.0	4.0	1.0	2.0	2.0	0.0	4.0	3.0	-1.0	3.3	3.0	-0.3

43. Develops strategies, policies, and procedures to manage change.
44. Plans for and helps employees understand, accept, and effectively deal with work-related transitions.

Oral Communication

Self			Supervisor			Direct Report			Peer		
Required Proficiency	Current Proficiency	Gap	Required Proficiency	Current Proficiency	Gap	Required Proficiency	Current Proficiency	Gap	Required Proficiency	Current Proficiency	Gap
5.0	4.0	-1.0	4.0	4.0	0.0	4.5	4.5	0.0	3.7	3.3	-0.4
4.0	2.0	-2.0	4.0	3.0	-1.0	2.5	3.5	1.0	2.3	2.0	-0.3

45. Listens to others and shows understanding of what they are saying.
46. Makes clear and effective oral presentations to individuals and groups.

Planning and Executing

Self			Supervisor			Direct Report			Peer		
Required Proficiency	Current Proficiency	Gap	Required Proficiency	Current Proficiency	Gap	Required Proficiency	Current Proficiency	Gap	Required Proficiency	Current Proficiency	Gap
4.0	3.0	-1.0	3.0	3.0	0.0	3.0	2.5	-0.5	3.0	3.0	0.0

47. Establishes policies or guidelines for the organization or program area.

(continued...)

TASK SCORES

Competency/Tasks

Ratings

Planning and Executing

	Self			Supervisor			Direct Report			Peer		
	Required Proficiency	Current Proficiency	Gap	Required Proficiency	Current Proficiency	Gap	Required Proficiency	Current Proficiency	Gap	Required Proficiency	Current Proficiency	Gap
48. Develops and adjusts strategic and other long-term plans.	3.0	3.0	0.0	2.0	2.0	0.0	3.5	3.5	0.0	1.0	1.0	0.0
49. Organizes resources, establishes priorities, and schedules work so that available resources are used most efficiently.	4.0	4.0	0.0	4.0	4.0	0.0	4.0	3.5	-0.5	4.0	3.7	-0.3
50. Ensures that activities, services, or products meet organizational mission, management policies, and customer needs.	4.0	3.0	-1.0	4.0	4.0	0.0	4.0	4.0	0.0	4.0	4.0	0.0
51. Coordinates with other parts of the organization to accomplish goals.	4.0	4.0	0.0	4.0	5.0	1.0	4.0	3.5	-0.5	4.3	4.0	-0.3
52. Identifies how organizational or program results will be measured.	4.0	4.0	0.0	2.0	2.0	0.0	3.0	3.0	0.0	1.5	1.5	0.0
53. Monitors programs and/or activities and assures that discrepancies are identified and corrected when necessary.	4.0	4.0	0.0	4.0	4.0	0.0	3.5	3.0	-0.5	3.3	3.3	0.0
54. Identifies ways to improve the efficiency and effectiveness of procedures, processes, and structures.	3.0	4.0	1.0	3.0	3.0	0.0	2.5	2.5	0.0	3.7	3.7	0.0

TASK SCORES

Competency/Tasks

Ratings

Problem Solving and Decision Making

Self			Supervisor			Direct Report			Peer		
Required Proficiency	Current Proficiency	Gap	Required Proficiency	Current Proficiency	Gap	Required Proficiency	Current Proficiency	Gap	Required Proficiency	Current Proficiency	Gap
3.0	3.0	0.0	4.0	4.0	0.0	2.5	2.0	-0.5	4.0	3.3	-0.7
3.0	3.0	0.0	3.0	3.0	0.0	3.5	3.0	-0.5	4.0	3.7	-0.3
4.0	4.0	0.0	3.0	3.0	0.0	3.5	3.5	0.0	4.0	3.0	-1.0
4.0	3.0	-1.0	3.0	3.0	0.0	4.0	3.5	-0.5	3.3	3.0	-0.3

55. Anticipates potential problems, issues, and opportunities.

56. Recognizes and defines a problem or issue, gathers the data, and distinguishes between relevant and irrelevant information.

57. Uses qualitative and quantitative data and analytical tools in problem solving.

58. Considers the values, risks, impact, and implications of decisions in evaluating and choosing alternative solutions.

Quality Centered

Self			Supervisor			Direct Report			Peer		
Required Proficiency	Current Proficiency	Gap	Required Proficiency	Current Proficiency	Gap	Required Proficiency	Current Proficiency	Gap	Required Proficiency	Current Proficiency	Gap
3.0	3.0	0.0	4.0	4.0	0.0	4.0	4.5	0.5	3.7	3.7	0.0
4.0	3.0	-1.0	3.0	3.0	0.0	4.0	3.0	-1.0	3.7	3.3	-0.4

59. Integrates customer needs and expectations into the development and delivery of services or products.

60. Establishes and uses communication/feedback systems to ensure the requirements/expectations of customers are met.

TASK SCORES

Competency/Tasks

Ratings

Quality Centered

Self			Supervisor			Direct Report			Peer		
Required Proficiency	Current Proficiency	Gap	Required Proficiency	Current Proficiency	Gap	Required Proficiency	Current Proficiency	Gap	Required Proficiency	Current Proficiency	Gap
3.0	3.0	0.0	3.0	3.0	0.0	2.5	2.5	0.0	3.7	3.7	0.0

61. Seeks ways to continuously improve the quality of services, products, and processes.

Results Focus

Self			Supervisor			Direct Report			Peer		
Required Proficiency	Current Proficiency	Gap	Required Proficiency	Current Proficiency	Gap	Required Proficiency	Current Proficiency	Gap	Required Proficiency	Current Proficiency	Gap
4.0	3.0	-1.0	4.0	4.0	0.0	3.5	3.0	-0.5	4.0	4.0	0.0
4.0	5.0	1.0	4.0	4.0	0.0	3.5	2.5	-1.0	3.7	4.0	0.3
5.0	5.0	0.0	4.0	4.0	0.0	3.5	3.5	0.0	4.0	4.0	0.0

62. Works persistently toward agreed-upon goals despite opposition, distractions, and setbacks.
63. Recognizes and takes advantage of opportunities to further goals and objectives.
64. Puts priority on getting results and displays accountability for those results.

Role Modeling

Self			Supervisor			Direct Report			Peer		
Required Proficiency	Current Proficiency	Gap	Required Proficiency	Current Proficiency	Gap	Required Proficiency	Current Proficiency	Gap	Required Proficiency	Current Proficiency	Gap
5.0	4.0	-1.0	4.0	4.0	0.0	3.5	3.5	0.0	4.0	4.3	0.3

65. Demonstrates a commitment to excellence in own performance, and serves as a role model to organization and employees.

TASK SCORES

Competency/Tasks

Ratings

Role Modeling

Self			Supervisor			Direct Report			Peer		
Required Proficiency	Current Proficiency	Gap	Required Proficiency	Current Proficiency	Gap	Required Proficiency	Current Proficiency	Gap	Required Proficiency	Current Proficiency	Gap
5.0	3.0	-2.0	5.0	5.0	0.0	4.5	4.0	-0.5	4.0	4.3	0.3
5.0	5.0	0.0	5.0	5.0	0.0	3.5	3.0	-0.5	4.3	4.7	0.4

66. Shows congruence between words and actions, and follows through on commitments.

67. Demonstrates and encourages high standards of honesty, integrity, trust, and respect for others.

Self-Development

Self			Supervisor			Direct Report			Peer		
Required Proficiency	Current Proficiency	Gap	Required Proficiency	Current Proficiency	Gap	Required Proficiency	Current Proficiency	Gap	Required Proficiency	Current Proficiency	Gap
5.0	4.0	-1.0	4.0	3.0	-1.0	3.0	3.0	0.0	3.7	3.7	0.0
N/A	2.0	N/A	4.0	4.0	0.0	4.5	4.5	0.0	3.5	3.0	-0.5
4.0	3.0	-1.0	4.0	4.0	0.0	3.5	3.5	0.0	3.7	4.0	0.3
3.0	3.0	0.0	5.0	5.0	0.0	3.5	3.5	0.0	4.3	4.3	0.0

68. Realistically assesses own strengths, weaknesses, and impact on others.

69. Seeks and makes use of feedback on others.

70. Invests time and energy in self-development and growth.

71. Maintains technical proficiency in area of responsibility.

TASK SCORES

Competency/Tasks

Ratings

Team Leadership

Self			Supervisor			Direct Report			Peer		
Required Proficiency	Current Proficiency	Gap	Required Proficiency	Current Proficiency	Gap	Required Proficiency	Current Proficiency	Gap	Required Proficiency	Current Proficiency	Gap
4.0	4.0	0.0	4.0	3.0	-1.0	4.5	2.5	-2.0	3.3	3.0	-0.3
4.0	4.0	0.0	4.0	3.0	-1.0	4.5	3.5	-1.0	3.3	3.0	-0.3
4.0	3.0	-1.0	3.0	3.0	0.0	5.0	4.0	-1.0	3.0	2.7	-0.3

72. Fosters cooperation and teamwork among team members.

73. Creates an environment that encourages open communication and collective problem solving.

74. Seeks consensus among diverse viewpoints to build group commitment.

Technology Management and Application

Self			Supervisor			Direct Report			Peer		
Required Proficiency	Current Proficiency	Gap	Required Proficiency	Current Proficiency	Gap	Required Proficiency	Current Proficiency	Gap	Required Proficiency	Current Proficiency	Gap
5.0	3.0	-2.0	4.0	5.0	1.0	4.0	2.5	-1.5	4.0	3.7	-0.3
5.0	5.0	0.0	5.0	5.0	0.0	2.5	2.5	0.0	4.3	4.3	0.0

75. Applies evolving technologies and methodologies to manage and improve organizational effectiveness.

76. Ensures staff are trained and capable in new technology.

Time Management

Self			Supervisor			Direct Report			Peer		
Required Proficiency	Current Proficiency	Gap	Required Proficiency	Current Proficiency	Gap	Required Proficiency	Current Proficiency	Gap	Required Proficiency	Current Proficiency	Gap
5.0	4.0	-1.0	4.0	4.0	0.0	4.0	4.0	0.0	4.0	4.3	0.3

77. Manages own time efficiently.

TASK SCORES

Competency/Tasks

Ratings

Time Management

Self			Supervisor			Direct Report			Peer		
Required Proficiency	Current Proficiency	Gap	Required Proficiency	Current Proficiency	Gap	Required Proficiency	Current Proficiency	Gap	Required Proficiency	Current Proficiency	Gap

Writing

Self			Supervisor			Direct Report			Peer		
Required Proficiency	Current Proficiency	Gap	Required Proficiency	Current Proficiency	Gap	Required Proficiency	Current Proficiency	Gap	Required Proficiency	Current Proficiency	Gap
5.0	1.0	-4.0	4.0	4.0	0.0	2.5	3.5	1.0	4.0	4.0	0.0
4.0	2.0	-2.0	3.0	3.0	0.0	2.5	3.0	0.5	2.0	2.7	0.7

78. Communicates facts and ideas in writing in a clear, succinct, and organized manner.

79. Reviews and critiques others' writing in a constructive and substantive manner.

Visioning

Self			Supervisor			Direct Report			Peer		
Required Proficiency	Current Proficiency	Gap	Required Proficiency	Current Proficiency	Gap	Required Proficiency	Current Proficiency	Gap	Required Proficiency	Current Proficiency	Gap
5.0	3.0	-2.0	2.0	2.0	0.0	4.0	3.0	-1.0	1.0	1.0	0.0
5.0	3.0	-2.0	3.0	3.0	0.0	4.0	3.0	-1.0	3.0	2.5	-0.5
5.0	3.0	-2.0	4.0	4.0	0.0	3.5	4.0	0.5	3.0	2.5	-0.5

80. Creates a vision of the organization's future.

81. Communicates the vision in a way that promotes wide ownership and commitment.

82. Executes the vision by ensuring that actions (e.g., decisions) by self and team are consistent with and support accomplishment of the vision.

DEVELOPMENT SUGGESTIONS

Job Strength

Informs management, employees, and others of program objectives and developments.

This activity is linked to the following competency: **Influencing**

Development Activities:

Consider the following activities to help you build your effectiveness in this area:

1. Present seminars, open houses, brochures, and newsletters describing your department functions.
2. Circulate monthly the highlights of recent activities in your department, your objectives, and the status of each.
3. Create a bulletin board to display activities and accomplishments.
4. Read general mail, bulletin boards, and newsletters, and attend organizationwide public meetings to remain informed about what is happening in the organization.
5. Initiate meetings with employees individually or in groups to share information about your objectives and those of the broader unit.
6. Initiate meetings with your manager(s) to inform them of the work of your unit and to facilitate the sharing of information about developments in the organization.

Suggested Topics for Training:

Look for training programs or workshops that cover the following topics:

1. Interpersonal communications
2. Gaining cooperation from peers
3. Interaction skills
4. Meeting skills

DEVELOPMENT SUGGESTIONS

Job Strength

Persuades management, employees, peers, and others to "buy into" a course of action.

This activity is linked to the following competency: **Influencing**

Development Activities:

Consider the following activities to help you build your effectiveness in this area:

1. Get complete information about the motives, knowledge, understanding, and attitudes of those with whom you are trying to increase your influence.
2. Use active listening techniques to ensure that you understand the other person's point of view. Give the speaker your full attention and listen carefully. Restate what the other person has said. Ask questions to clarify the other's position. Don't interrupt the speaker. When the other person feels that you have listened to their side, they should be more willing to listen to your side, avoiding the escalation of a negotiation into a destructive argument.
3. Work with the other party to find the best solution for you both. Commit to the solution and together develop a specific plan to execute it.
4. Ask your peers and subordinates for feedback on how you use power, authority, and influence. (Are you fair? Do you back down too quickly? Do you avoid conflict? Do you come across too strongly? Do you always have to win?)
5. Practice interactions with other parties who take a view of the long-term relationship and not just the immediate gains.
6. Before deciding an issue, solicit input from peers, employees, and managers on where they stand on the issue.
7. Before presenting an option or solution, canvass opinions and share information in advance so that those who need to buy into the issue are not surprised.
8. Seek a credible champion of the issue you are aiming to change, someone who will support your position and rally others around it.
9. Introduce new goals piecemeal, rather than all-at-once.
10. Systematically address barriers to change or to reaching goals, and provide support to overcome the barriers, such as training for employees, resource support, incentives and recognition for change, or backing up employees in front of senior management.
11. Articulate why there is a compelling need to achieve the goals you propose.

Suggested Topics for Training:

Look for training programs or workshops that cover the following topics:

1. Active listening
2. How to be more assertive
3. Negotiation skills
4. Using nonverbal techniques for persuasion
5. Communication styles
6. Personal development
7. How to use power
8. Persuasion
9. Influencing
10. Public relations

DEVELOPMENT SUGGESTIONS

Job Strength

Makes clear and effective oral presentations to individuals and groups.

This activity is linked to the following competency: **Oral Communication**

Development Activities:

Consider the following activities to help you build your effectiveness in this area:

1. Use oral communication when: exploring complex issues in depth; it is important to check understanding; confidential or sensitive material is being discussed; uncertainty is being expressed; a more personal and intimate communication is needed; practical demonstrations are being given; a relationship is being established; immediate feedback and dialogue are desired.
2. Record several of your conversations and then analyze them to determine how you sound to others. Consider your tone, speed, wordiness, use of "uhs," clarity, and enthusiasm. Develop an improvement plan if needed.
3. Be concise. Use short, simple words and short, clear sentences.
4. Ask the other person to restate what you have said to make sure that they understand. If there is not understanding, there has been no communication.
5. Don't stray from your subject or include irrelevant information. Don't repeat yourself unless summarizing at the end of the communication.
6. Develop a relaxed, informal style. This will help put your audience at ease.
7. Practice giving speeches and presentations in front of the mirror and in front of another person who can provide feedback. Videotaping your rehearsal can be helpful.
8. Establish and maintain eye contact with your audience.
9. Gear your speech or presentation to the level of the audience. Be aware of what they already know and what you want to communicate to them.
10. If you are frequently misunderstood, ask your superior or peers for feedback on your communication style.
11. Develop a clear vision in your mind of what you want to say and then stick to it without rambling.
12. Think before you speak. Don't be afraid to pause to collect your thoughts before answering a question.
13. Be aware of your body language and nonverbal communication. Conflicting nonverbal cues can be stronger than your verbal message.
14. Consider proxemics (an individual's use of space). Most manager-subordinate relationships begin in the social zone (from 4 to 12 feet) and progress to the personal zone (from 18 inches to 4 feet) after mutual trust has developed. Smaller or larger distances can make people uncomfortable.
15. Try to put yourself into the other person's role and anticipate how your communication is likely to be received and accepted.
16. Avoid speaking in a monotone. Vary the pitch, pace, and volume of your voice.
17. Interact with the speaker in nonverbal ways to show that you are listening (i.e., nod head, smile when appropriate, maintain eye contact, etc.).
18. Practice your oral communication skills by volunteering to speak in front of groups. Opportunities in your community can be good practice. If you need more skills, take a public speaking course or join a public speaking club.
19. Employ an interpreter for the hearing impaired when necessary.

DEVELOPMENT SUGGESTIONS

20. Observe effective presenters in your organization, in public forums, and on television; analyze the sources of their effectiveness.
21. Prepare presentation aids that will reduce your anxiety, keep your presentation on track, and enhance the clarity of your presentation.
22. Avoid overloading a presentation; think of the few core ideas you want to communicate, focus on those, and leave the audience with written, more detailed information.
23. Break complex subjects down into smaller ideas and present these ideas incrementally.
24. Consider assigning oral presentation duties to another member of your unit if he/she is a more effective speaker than you.
25. To increase your opportunities for public speaking, volunteer for office in social organizations.

Suggested Topics for Training:

Look for training programs or workshops that cover the following topics:

1. Interpersonal communication
2. Listening and responding to others
3. Coping with communication challenges
4. Conflict resolution
5. Interviewing techniques
6. How to make meetings work
7. Public speaking
8. Active listening skills
9. Presentation skills

DEVELOPMENT SUGGESTIONS

Job Strength

Reviews and critiques others' writing in a constructive and substantive manner.

This activity is linked to the following competency: **Writing**

Development Activities:

Consider the following activities to help you build your effectiveness in this area:

1. Write short sentences and paragraphs. They are easier to read and understand.
2. Use action verbs whenever possible instead of passive ones to make your writing more expressive. A way to ensure that your sentence ends up in the active voice is to start the sentence with the subject. ("John writes an exceptional report," instead of "John's report is exceptional.")
3. Emphasize clarity, organization, and your purpose when writing a business letter or memo. Whenever possible, limit letters or memos to one page.
4. Use accurate and relevant visual aids to add impact to your documents. When presenting numerical data, use charts and graphs.
5. Familiarize yourself with the preferred organizational format for various written communiqués.
6. When commenting on others' work, make suggestions to improve the written message without personalizing the comments.
7. Recognize that there is more than one way of communicating a message in writing; critique another's work only if the message doesn't come across and not just because you would prefer to write it differently.
8. When editing your own or another's work, aim for short sentences in simple, non-jargon language.
9. For writing and editing tips, draw on members of your work unit who are excellent writers.

Suggested Topics for Training:

Look for training programs or workshops that cover the following topics:

1. Editing and proofreading
2. Effective English
3. Clarity of expression
4. Organizing information
5. Report writing

DEVELOPMENT SUGGESTIONS

Development Need

Communicates facts and ideas in writing in a clear, succinct, and organized manner.

This activity is linked to the following competency: **Writing**

Development Activities:

Consider the following activities to help you build your effectiveness in this area:

1. Use written communication when: material to be communicated is detailed and complex; records need to be kept and referred to; the recipient needs time to think before responding; material is impersonal; an attempt is being made to diffuse an initial emotional response; high accuracy is desired; an official response with a strong commitment is needed.
2. Write for the people who will read your communication. Use language they will understand. Consider what they already know and what you want to tell them.
3. Write as you speak, avoiding "flowery" language and unnecessary adjectives and adverbs. Action verbs can be powerful when used appropriately.
4. Ask a superior, peer, or friend to give feedback on your writing. Revise if their understanding of your ideas does not match your intent.
5. Have someone proofread your writing for grammar, punctuation, spelling, and sentence structure errors. Take note of the errors that you make most often and learn the rules needed for improvement.
6. Keep technical language to a minimum when writing for a diverse group. If you use technical terminology and jargon, provide definitions. Have a nontechnical person give you suggestions on what jargon to explain or eliminate.
7. Create an outline before you start writing a report, memo, or letter.
8. When writing a report, begin your document by summarizing the main topic and any supporting concepts that you will be addressing. Provide more information on subsequent pages. Headings and subheadings will alert the reader to the start of a new idea or concept. Summarize ideas presented at the end. If time permits, write a draft and have someone proofread for organization, clarity, transitions, appropriateness, and readability.
9. Write short sentences and paragraphs. They are easier to read and understand.
10. Use action verbs whenever possible instead of passive ones to make your writing more expressive. A way to ensure that your sentence ends up in the active voice is to start the sentence with the subject. ("John writes exceptional reports," instead of "John's reports are exceptional.")
11. Emphasize clarity, organization, and your purpose when writing a business letter or memo. Whenever possible, limit letters or memos to one page.
12. Keep a dictionary and a thesaurus handy for easy reference.
13. Use accurate and relevant visual aids to add impact to your documents. When presenting numerical data, use charts and graphs.
14. Read "how to" books on report writing.
15. Familiarize yourself with the preferred organizational format for various written communiqués.
16. Use word processing software that has spelling, grammar, and language tools.
17. Consider the layout of a written document: use headings and subheadings, bullets, fonts, and indentation as a means of communicating information more succinctly and clearly.
18. When writing an important document, build in time for several rewrites.
19. For writing and editing tips, draw on members of your work unit who are excellent writers.

DEVELOPMENT SUGGESTIONS

Suggested Topics for Training:

Look for training programs or workshops that cover the following topics:

1. How to write effectively
2. Editing and proofreading
3. Effective English
4. Clarity of expression
5. Organizing information
6. Technical writing
7. Report writing
8. Information-mapping

DEVELOPMENT SUGGESTIONS

Development Need

Creates an environment that encourages open communication and collective problem solving.

This activity is linked to the following competency: **Team Leadership**

Development Activities:

Consider the following activities to help you build your effectiveness in this area:

1. Ask each group member if he or she was treated fairly by the leader and by the others.
2. Immediately after group formation, have the group identify the issues that they consider to be the most important concerns and suggest ways in which these can be overcome.
3. Have the group leader specify the expectations of the group members.
4. Help the team members decide how they will communicate within the group and how decisions will be reached.
5. Hold brainstorming sessions.
6. Ask the group members what is hindering them from completing their task.
7. Observe how leadership emerged in the team.
8. Recognize that a team will go through phases. Assign tasks based on the phase that the team is in.
9. If open communication is an objective, encourage it by demonstrating equity and fairness regardless of the ideas expressed.
10. Emphasize activities that are inclusive (for the entire work unit, teams, etc.).
11. Institute suggestion systems and develop mechanisms for prompt response to the suggestions.
12. Encourage coworkers to establish only fuzzy boundaries around their job duties so that they can readily reach out and assist a peer if the work calls for it.
13. When there is a problem that affects a group of employees, attempt to devise a solution through the group.

Suggested Topics for Training:

Look for training programs or workshops that cover the following topics:

1. Interactive skills
2. Information sharing
3. Group membership maintenance
4. Collaboration vs. competition
5. Generating commitment
6. Brainstorming
7. Functional, task, interest, peer groups
8. Consensus building

DEVELOPMENT SUGGESTIONS

Development Need

Fosters cooperation and teamwork among team members.

This activity is linked to the following competency: **Team Leadership**

Development Activities:

Consider the following activities to help you build your effectiveness in this area:

1. Analyze the team according to the SWOT (strengths, weaknesses, opportunities, threats) method.
2. Ask each group member if he or she was treated fairly by the leader and by the others.
3. Immediately after group formation, have the group identify the issues that they consider to be the most important concerns and suggest ways in which these can be overcome.
4. Have the group leader specify the expectations of the group members.
5. Help the team members decide how they will communicate within the group and how decisions will be reached.
6. Make sure that the group members understand the purpose of the team.
7. Describe two situations in which your team worked well together and two in which they didn't. Prepare an action plan before the next team endeavor that will build on the positive situations.
8. Observe how leadership emerged in the team.
9. Develop projects that utilize team members drawn from other areas in the organization to foster organizational commitment and cooperation.
10. Give recognition to the team for team accomplishments and to individuals for individual contributions.
11. To promote teamwork, act as a role model by pitching in to do any kind of work when help is needed.
12. Examine benchmark ("best in class") work units in the organization and elsewhere to see how they are organized for successful teamwork.
13. Emphasize activities that are inclusive (for the entire work unit, teams, etc.).
14. Encourage coworkers to establish only fuzzy boundaries around their job duties so that they can readily reach out and assist a peer if the work calls for it.
15. Support team building within the work unit, including training in interaction skills, group decisionmaking, active listening, outside "wilderness" experiences, and analyses of individual differences.
16. Volunteer to serve on a project team that requires collaboration among members with diverse goals and backgrounds.
17. Support and participate in outside-work social and sports activities for the entire work unit.

Suggested Topics for Training:

Look for training programs or workshops that cover the following topics:

1. Interactive skills
2. Group membership maintenance
3. Collaboration vs. competition
4. Generating commitment
5. Functional, task, interest, peer groups

DEVELOPMENT SUGGESTIONS

6. Quality circles
7. Productive teamwork

DEVELOPMENT SUGGESTIONS

Development Need

Uses qualitative and quantitative data and analytical tools in problem solving.

This activity is linked to the following competency: **Problem Solving and Decision Making**

Development Activities:

Consider the following activities to help you build your effectiveness in this area:

1. Involve others in your problem-solving process. Ask for help when needed.
2. Invite contributions from others and be willing to listen to and discuss their ideas.
3. Have brainstorming sessions to come up with alternate solutions to problems. Record all ideas without making a judgment of any.
4. Discuss with other managers the data that you collect concerning a problem. Ask them for their diagnosis of the information.
5. Before you begin to try to solve a problem, identify the data that you need to reach a solution and how that data can best be obtained.
6. Consult others about your decision style and speed; consider this information as a basis for improvement.
7. Since most decisions are made with imperfect information, it is important to be conscious of the decision shortcuts all people take, including incomplete consideration of alternatives and the tendency to be unduly influenced by whether the decision is framed as a gain or loss. Develop strategies to counter these tendencies.
8. Accumulate past effective and ineffective decisions to identify systematic factors that account for successful and failed decision processes and outcomes.
9. Develop disciplined decision processes in your work group whereby all elements of the decision must be backed with researched information.
10. Before reaching a decision, make sure that all involved agree on the problem definition.
11. Use a factual approach to decisionmaking by systematically collecting valid and reliable data; rely on these data rather than on emotions, even if the decision is unpopular. In turn, explain decisions in terms of data, not emotions.

Suggested Topics for Training:

Look for training programs or workshops that cover the following topics:

1. Paired ranking decision-making method
2. The decision-making process
3. Algorithms
4. Brainstorming
5. Programmed and nonprogrammed decisions
6. Mediation
7. Business statistics
8. Quality management tools

DEVELOPMENT SUGGESTIONS

Development Need

Executes the vision by ensuring that actions (e.g., decisions) by self and team are consistent with and support accomplishment of the vision.

This activity is linked to the following competency: **Visioning**

Development Activities:

Consider the following activities to help you build your effectiveness in this area:

1. Familiarize yourself with the organization's and division's strategic goals and mission before you formulate any plans for your work unit. Make sure that they are aligned.
2. For each of your unit's goals, develop a detailed plan through consultation with others that specifies how you will accomplish the goal, by when, and the kinds of resource support needed to make it happen.
3. Go to seminars and lectures inside and outside the organization to familiarize yourself with trends that may affect the future work of your unit.
4. Review the goals in your strategic plan to make sure that they are realistic and specific. Ask your superior and peers for their feedback.
5. Develop a tracking system to regularly monitor progress against your planned activities.
6. Regularly and systematically monitor progress, change, and performance as it takes place, not after the fact.
7. Think of planning, controlling, evaluation, and feedback as a continuous cycle.
8. Develop a process flowchart for a major activity within your area of responsibility and identify and evaluate the major control points to ensure they remain consistent with the vision.

Suggested Topics for Training:

Look for training programs or workshops that cover the following topics:

1. Leadership skills
2. Putting plans into action
3. Management by objective
4. Vision and leadership
5. Performance management

DEVELOPMENT SUGGESTIONS

Development Need

Realistically assesses own strengths, weaknesses, and impact on others.

This activity is linked to the following competency: **Self-Development**

Development Activities:

Consider the following activities to help you build your effectiveness in this area:

1. Write down your goals and assess them on a regular basis.
2. Assess your performance for the past 3 months and decide which three things you are most proud of doing and which three you are least proud of doing.
3. Identify a new set of skills that would be beneficial for you to know, and learn them.
4. Compare the knowledge that you had of your job 6 months ago to the knowledge that you have now. Is it increasing?
5. Do a self-appraisal of your skills and performance and then ask your superior and peers if they agree or disagree with your conclusions.
6. Consider what you can realistically handle, and discuss this with your superior.
7. List your strengths and weaknesses for each area of your job. Attempt to improve.
8. Ask your superior to help you set long-term goals (3 to 5 years). Monitor your progress and adjust those goals as necessary.
9. Analyze your career goals and the kinds of skills and expertise that you are still lacking to achieve your goals. Focus development in those areas.
10. Set and revise development goals for each performance period; focus your development investment in a few key areas, rather than across the board.
11. Set improvement goals to remedy any job-related weaknesses, and establish measures to gauge the level of improvements.
12. Seek input from your employees on how you are facilitating their performance and the kinds of things that you might change to facilitate their performance further.

Suggested Topics for Training:

Look for training programs or workshops that cover the following topics:

1. Self-assessment
2. Self-actualization
3. Take charge of your future

DEVELOPMENT SUGGESTIONS

Development Need

Seeks consensus among diverse viewpoints to build group commitment.

This activity is linked to the following competency: **Team Leadership**

Development Activities:

Consider the following activities to help you build your effectiveness in this area:

1. Ask each group member if he or she was treated fairly by the leader and by the others.
2. Immediately after group formation, have the group identify the issues that they consider to be the most important concerns and suggest ways in which these can be overcome.
3. Ask the group members what is hindering them from completing their task.
4. Emphasize activities that are inclusive (for the entire work unit, teams, etc.).
5. Use decision-making tools to bring convergence among diverse points of view, such as round-robin expression of ideas (nominal group technique), the devil's advocate technique, Delphi method (each successive round of idea exchange reflects a narrower band of opinions than the former round), etc.
6. Institute suggestion systems and develop mechanisms for prompt response to the suggestions.
7. Volunteer to serve on a project team that requires collaboration among members with diverse goals and backgrounds.

Suggested Topics for Training:

Look for training programs or workshops that cover the following topics:

1. Consensus building
2. Interactive skills
3. Information sharing
4. Group membership maintenance
5. Functional, task, interest, peer groups
6. Benefiting from diversity

DEVELOPMENT SUGGESTIONS

Development Need

Explains work tasks so that employees clearly understand their job assignments and expectations.

This activity is linked to the following competency: **Coaching**

Development Activities:

Consider the following activities to help you build your effectiveness in this area:

1. Always explain how work-unit goals and project goals contribute to the success of the organization.y
2. Analyze yourself and know your position on standards. Communicate these to your employees.
3. Ask employees for their concerns in meeting your expectations; adjust if necessary.y
4. Ask employees to repeat your expectations to ensure understanding.y
5. Be clear and specific about your expectations from each employee, including deliverables, how performance quality will be measured, and timelines.
6. Consider having an annual off-site meeting with the entire work group to discuss how well standards were met in the past year and new standards for the upcoming year.y
7. Create a bulletin board and post project goals and accomplishments to-date.
8. Encourage employees to consult with you if they are encountering barriers to goal accomplishment.
9. Give timely feedback to any employees who are not meeting expectations.
10. Meet with subordinates on a regular basis to discuss objectives and progress made toward meeting goals.
11. Outline and explain to employees how the work of their work unit relates to the strategic direction of the organization.y
12. Try always to leave time in your day for informal discussions with employees related to their work.
13. When establishing work goals and expectations with an employee, solicit the employee's input on his or her view of the work goals and the best strategy for accomplishing them; to the extent possible, build on the employee's input in establishing expectations.
14. Make sure employees receive a copy of the work unit's goals and that their role in meeting these goals is clear.

Suggested Topics for Training:

Look for training programs or workshops that cover the following topics:

1. Formal and informal leadership
2. How to work with others
3. Influencing skills
4. Interpersonal communication, awareness, and effectiveness
5. Motivating factors
6. Organizational hierarchy
7. People skills
8. Performance management
9. The motivation process

