Competency Definitions

1 Action Oriented

IV: Energy and Drive

J: Focusing on the Bottom Line

Unskilled

Slow to act on an opportunity; may be overly methodical, a perfectionist, or risk averse; may procrastinate; may not set very challenging goals; may lack confidence to act; may know what to do but hesitates to do it; may not be motivated; may be bored with the work or burned out.

Skilled

Enjoys working hard; is action oriented and full of energy for the things he/she sees as challenging; not fearful of acting with a minimum of planning; seizes more opportunities than others.

Overused Skill

May be a workaholic; may push solutions before adequate analysis; may be non-strategic; may overmanage to get things done too quickly; may have personal and family problems due to disinterest and neglect; may not attend to important but non-challenging duties and tasks; may ignore personal life, burn out.

2 Dealing with Ambiguity

I: Strategic Skills

C: Creating the New and Different

Unskilled

Not comfortable with change or uncertainty; may not do well on fuzzy problems with no clear solution or outcome; may prefer more data than others, and structure over uncertainty; prefers things tacked down and sure; less efficient and productive under ambiguity; too quick to close; may have a strong need to finish everything; may like to do things the same way time after time.

Skilled

Can effectively cope with change; can shift gears comfortably; can decide and act without having the total picture; isn't upset when things are up in the air; doesn't have to finish things before moving on; can comfortably handle risk and uncertainty.

Overused Skill

May move to conclusions without enough data; may fill in gaps by adding things that aren't there; may frustrate others by not getting specific enough; may undervalue orderly problem solving; may reject precedent and history; may err toward the new and risky at the expense of proven solutions; may over-complicate things.
3 Approachability
VI: Personal and Interpersonal Skills
N: Relating Skills
Unskilled
Distant, not easy to be around; not comfortable with first contacts; may be shy, cool or a person of few words; doesn't reveal much, hard to know what he/she is really like; doesn't build rapport, may be a "let's get on with it" type; may be a poor listener or appear uninterested; may not pick up on social cues that others would recognize; may be tense; transactions don't go smoothly.

Skilled
Is easy to approach and talk to; spends the extra effort to put others at ease; can be warm, pleasant, and gracious; is sensitive to and patient with the interpersonal anxieties of others; builds rapport well; is a good listener; is an early knower, getting informal and incomplete information in time to do something about it.

OVERUSED SKILL
May waste too much time building rapport in meetings; may be misinterpreted as easy-going or easy to influence; may have too strong a desire to be liked; may avoid necessary negative or unpleasant transactions; may try to smooth over real issues and problems.

4 Boss Relationships
VI: Personal and Interpersonal Skills
P: Managing Diverse Relationships
Unskilled
Not comfortable with bosses; may be tense in boss's presence; may not be open to coaching or direction from bosses; problems dealing comfortably with authority; poor boss relationships get in the way of working productively.

Skilled
Responds and relates well to bosses; would work harder for a good boss; is open to learning from bosses who are good coaches and who provide latitude; likes to learn from those who have been there before; easy to challenge and develop; is comfortably coachable.

Overused Skill
May be overdependent on bosses and high status figures for advice and counsel; may shut out other sources of feedback and learning; may pick the wrong boss to model.
5. Business Acumen

I: Strategic Skills

A: Understanding the Business

Unskilled

Doesn't understand how businesses work; not knowledgeable and up-to-date about current and future policies, trends, technology, and information affecting his/her business and organization; doesn't know the competition; is unaware of how strategies and tactics work in the marketplace.

Skilled

Knows how businesses work; knowledgeable in current and possible future policies, practices, trends, technology, and information affecting his/her business and organization; knows the competition; is aware of how strategies and tactics work in the marketplace.

Overused Skill

May overdevelop or depend upon industry and business knowledge and skills at the expense of personal, interpersonal, managerial, and leadership skills.

6. Career Ambition

V: Organizational Positioning Skills

M: Managing Up

Unskilled

Unsure what he/she wants out of a career; may be bored or in the wrong career or the wrong organization; may not want to make sacrifices to get ahead; may not understand how careers really work and how people get ahead; a poor marketer of self; doesn't know how to get noticed; hesitant to speak up on career wants and needs; stuck in his/her career comfort zone; won't take a career risk.

Skilled

Knows what he/she wants from a career and actively works on it; is career knowledgeable; makes things happen for self; markets self for opportunities; doesn't wait for others to open doors.

Overused Skill

May make unwise career choices; may only select jobs in the can-do comfort zone; may be seen as excessively ambitious; may not pay enough attention to the job at hand; may not take career advice comfortably; may not trust the career decisions others make for him/her.
7. Caring About Direct Reports

VI: Personal and Interpersonal Skills

O: Caring About Others

Unskilled
May not care much about the personal needs of direct reports; may be too busy to know much about direct reports; may believe work and personal life should be separate; may be more work and task oriented than most; may be very tense and impersonal with direct reports; may lack the listening skills or interest to know people's hopes and problems.

Skilled
Is interested in the work and non-work lives of direct reports; asks about their plans, problems, and desires; knows about their concerns and questions; is available for listening to personal problems; monitors workloads and appreciates extra effort.

Overused Skill
May have trouble being firm with direct reports; may give them too much room for excuses; may not challenge them to perform beyond their comfort zone; may get too deep into their lives; may not be able to make objective calls on performance and potential; may not know when to stop showing care when efforts are rejected.

8. Comfort Around Higher Management

V: Organizational Positioning Skills

M: Managing Up

Unskilled
Lacks self-confidence in front of more senior people; may appear nervous and tense, not at his/her best; may lose composure or get rattled when questioned by executives; doesn't know how to influence or impress more senior managers; may not understand what top executives are looking for; says and does things that don't fit the situation.

Skilled
Can deal comfortably with more senior managers; can present to more senior managers without undue tension and nervousness; understands how senior managers think and work; can determine the best way to get things done with them by talking their language and responding to their needs; can craft approaches likely to be seen as appropriate and positive.

Overused Skill
May manage up too much; may be seen as too political and ambitious; may spend too much time with more senior managers, parrot their positions, overestimate the meaning and usefulness of the relationships; career may be too dependent on champions; may be too free with confidential information.
9. Command Skills

III: Courage

H: Dealing with Trouble

Unskilled

More comfortable following; may avoid conflict and crises, be unwilling to take the heat, have problems with taking a tough stand; might be laid back and quiet; too concerned about what others may say or think; may worry too much about being liked, correct or above criticism; may be conflict shy or lack perseverance; may not be cool under pressure; may not display a sense of urgency.

Skilled

Relishes leading; takes unpopular stands if necessary; encourages direct and tough debate but isn't afraid to end it and move on; is looked to for direction in a crisis; faces adversity head on; energized by tough challenges.

Overused Skill

May not be a team player; may not be tolerant of other people's ways of doing things; may choose to strongly lead when other more team-based tactics would do as well or better; may not develop other leaders; may become controversial and be rejected by others.

10. Compassion

VI: Personal and Interpersonal Skills

O: Caring About Others

Unskilled

May be less caring or empathic than most; doesn't ask personal questions; doesn't respond much when offered; results are all that matters; everything else gets in the way; believes in separation of personal life and business; may find the plight of others an inappropriate topic at work; uncomfortable with people in stress and pain; may not know how to show compassion or how to deal with people in trouble; may have less sympathy than most for the imperfections and problems of others.

Skilled

Genuinely cares about people; is concerned about their work and non-work problems; is available and ready to help; is sympathetic to the plight of others not as fortunate; demonstrates real empathy with the joys and pains of others.

Overused Skill

May smooth over conflict in the interest of harmony; may not be tough enough in the face of malingerers and may make too many concessions; may get so close to people that objectivity is affected and they are able to get away with too much; may have trouble with close calls on people.
11. Composure
VI: Personal and Interpersonal Skills
S: Being Open and Receptive
Unskilled
Gets rattled and loses cool under pressure and stress; may blow up, say things he/she shouldn't; gets easily overwhelmed and becomes emotional, defensive or withdrawn; may be defensive and sensitive to criticism; may be cynical or moody; may be knocked off balance by surprises and get easily rattled; may contribute to others losing composure or being unsettled; may let anger, frustration and anxiety show.
Skilled
Is cool under pressure; does not become defensive or irritated when times are tough; is considered mature; can be counted on to hold things together during tough times; can handle stress; is not knocked off balance by the unexpected; doesn't show frustration when resisted or blocked; is a settling influence in a crisis.
Overused Skill
May not show appropriate emotion; may be seen as cold and uncaring; may seem flat in situations where others show feelings; may be easily misinterpreted; may not be able to relate well to those whose actions and decisions are based more on feelings than on thinking.

12. Conflict Management
III: Courage
H: Dealing with Trouble
Unskilled
Avoids conflict in situations and with people; may accommodate, want everyone to get along; may get upset as a reaction to conflict, takes it personally; can't operate under conflict long enough to get a good deal; gives in and says yes too soon; gets into conflict by accident; doesn't see it coming; will let things fester rather than dealing with them directly; will try to wait long enough for it to go away; may be excessively competitive and have to win every dispute.
Skilled
Steps up to conflicts, seeing them as opportunities; reads situations quickly; good at focused listening; can hammer out tough agreements and settle disputes equitably; can find common ground and get cooperation with minimum noise.
Overused Skill
May be seen as overly aggressive and assertive; may get in the middle of everyone else's problems; may drive for a solution before others are ready; may have a chilling effect on open debate; may spend too much time with obstinate people and unsolvable problems.
13. Confronting Direct Reports

III: Courage
H: Dealing with Trouble

Unskilled
Not comfortable delivering negative messages to direct reports; procrastinates and avoids problems until forced to act; may not communicate clear standards or provide much feedback; lets problems fester hoping they will go away; may give in too soon to excuses; may give people too many chances; can't pull the trigger even when all else has failed; has low standards or plays favorites.

Skilled
Deals with problem direct reports firmly and in a timely manner; doesn't allow problems to fester; regularly reviews performance and holds timely discussions; can make negative decisions when all other efforts fail; deals effectively with troublemakers.

Overused Skill
May be too quick to act on problem direct reports; may not put enough developmental effort toward the problem; may expect turnarounds in too short a time; may expect miracles.

14. Creativity
I: Strategic Skills
C: Creating the New and Different

Unskilled
Narrow, tactical, cautious and conservative; may be more comfortable with the past, prefer the tried and true; narrow perspective may have resulted from narrow background; avoids risk and doesn't seek to be bold or different; doesn't connect with ideas from outside own area; may have no idea how creativity works; uses old solutions for new problems; may chill the creative initiatives of others.

Skilled
Comes up with a lot of new and unique ideas; easily makes connections among previously unrelated notions; tends to be seen as original and value-added in brainstorming settings.

Overused Skill
May get so infatuated with marginally productive ideas that he/she wastes time; may get involved in too many things at once; may not follow through after the idea; may be disorganized or poor at detail; may be a loner and not a good team player; may not relate well to those less creative.
15. Customer Focus

VI: Personal and Interpersonal Skills
P: Managing Diverse Relationships

Unskilled
Doesn’t think of the customer first; may think he/she already knows what they need; may focus on internal operations and get blindsided by customer problems; may not make the first move—won’t meet and get to know customers; uncomfortable with new people contacts; may be unwilling to handle criticisms, complaints, and special requests; may not listen well to customers, may be defensive; may not make the time for customer contact.

Skilled
Is dedicated to meeting the expectations and requirements of internal and external customers; gets first-hand customer information and uses it for improvements in products and services; acts with customers in mind; establishes and maintains effective relationships with customers and gains their trust and respect.

Overused Skill
May be overly responsive to customer demands; may be too willing to change established processes and timetables to respond to unreasonable customer requests; may make too many exceptions and not form consistent policies, practices, and processes for others to learn and follow; sticks so close to current customer needs that breakthroughs are missed.

16. Timely Decision Making

II: Operating Skills
D: Keeping on Point

Unskilled
Slow to decide or to declare; conservative and cautious; may procrastinate, seek more information to build confidence and avoid risk; may be a perfectionist, needing to be right, protect strongly against criticism; may be disorganized and always scrambling to meet decision deadlines; may be slow to make decisions on more complex issues.

Skilled
Makes decisions in a timely manner, sometimes with incomplete information and under tight deadlines and pressure; able to make a quick decision.

Overused Skill
May jump to conclusions and take action before reasonable consideration of the information; may get caught up in deciding for its own sake; may have a chilling effect on getting everyone’s input before deciding; might be considered impulsive and impatient; might have some trouble and freeze on issues and problems that are close calls; may make decisions quickly to avoid debate and personal discomfort.
17. Decision Quality

I: Strategic Skills

B: Making Complex Decisions

Unskilled

Goes first with quick solutions, conclusions and statements before analysis; may rely too much on self—doesn't ask for help; making decisions may trigger emotions and impatience; may not use orderly decision methods, models or ways to think; may jump to conclusions based on prejudices, historical solutions or narrow perspective; doesn't take the time to define the problem before deciding; may have trouble with complexity; may wait too long, agonize over every detail to avoid risk or error; may go for the big elegant decision when five little ones would be better.

Skilled

Makes good decisions (without considering how much time it takes) based upon a mixture of analysis, wisdom, experience, and judgment; most of his/her solutions and suggestions turn out to be correct and accurate when judged over time; sought out by others for advice and solutions.

Overused Skill

May see him/herself as overly wise or close to perfect, as someone who can't or doesn't make mistakes; may be seen as stubborn and not willing to negotiate or compromise; may get frustrated when advice is rejected; may not relate well to less data-based people.

18. Delegation

II: Operating Skills

F: Getting Work Done Through Others

Unskilled

Doesn't believe in or trust delegation; lacks trust and respect in the talent of direct reports and others; does most things by him/herself or hoards, keeps the good stuff for him/herself; doesn't want or know how to empower others; may delegate but micromanages and looks over shoulders; might delegate but not pass on the authority; may lack a plan of how to work through others; may just throw tasks at people; doesn't communicate the bigger picture.

Skilled

Clearly and comfortably delegates both routine and important tasks and decisions; broadly shares both responsibility and accountability; tends to trust people to perform; lets direct reports and others finish their own work.

Overused Skill

May overdelegate without providing enough direction or help; may have unrealistic expectations for direct reports and others, or may overstructure tasks and decisions before delegating them to the point of limiting individual initiative; may not do enough of the work him/herself.
19. Developing Direct Reports and Others

II: Operating Skills

F: Getting Work Done Through Others

Unskilled

Not a people developer or builder; very results driven and tactical; no time for long-term development; doesn't see long-term development as his/her job; plays it safe—can't bring him/herself to assign really stretching (risky) work; thinks development is going to a course—doesn't know how development really happens; may not know the aspirations of people, may not hold career discussions or provide coaching, may not push people to take their development seriously; may prefer to select for talent rather than develop it; doesn't support or cooperate with the developmental system in the organization.

Skilled

Provides challenging and stretching tasks and assignments; holds frequent development discussions; is aware of each person's career goals; constructs compelling development plans and executes them; pushes people to accept developmental moves; will take on those who need help and further development; cooperates with the developmental system in the organization; is a people builder.

Overused Skill

May concentrate on the development of a few at the expense of many; may create work inequities as challenging assignments are parceled out; may be overly optimistic about how much people can grow; may endorse the latest developmental fad within the organization and cooperate with the system even when it doesn't make sense for an individual.

20. Directing Others

II: Operating Skills

F: Getting Work Done Through Others

Unskilled

Unclear or cryptic communicator to direct reports; doesn't set goals, targets, milestones, and objectives; not very planful giving out work—just gives out tasks; mostly tells and sells; doesn't listen much; plays favorites and is tough on others; may be too impatient to structure work for others; doesn't delegate well; doesn't take the time to manage; may lack interest in managing and be more eager to work on own assignments.

Skilled

Is good at establishing clear directions; sets stretching objectives; distributes the workload appropriately; lays out work in a well-planned and organized manner; maintains two-way dialogue with others on work and results; brings out the best in people; is a clear communicator.

Overused Skill

May be overly controlling; may have a chilling effect on others, discouraging input and ideas, intolerant of disagreements; may only delegate pieces and not share the larger picture; may be overly directive and stifle creativity and initiative.
21. Managing Diversity

VI: Personal and Interpersonal Skills
P: Managing Diverse Relationships

Unskilled
Not effective with groups much different from him/her; may be uncomfortable with those not like him/her; may act inappropriately with those different from him/her; defends turf from outsiders; avoids conflict and the noise of differing views and agendas; doesn't see the business value of diversity; treats everybody the same without regard to their differences; very narrow and ethnocentric; believes his/her group to be superior; may carry around negative and demeaning stereotypes he/she has trouble getting rid of.

Skilled
Manages all kinds and classes of people equitably; deals effectively with all races, nationalities, cultures, disabilities, ages and both sexes; hires variety and diversity without regard to class; supports equal and fair treatment and opportunity for all.

Overused Skill
May make too many allowances for members of a particular class; may not apply equal standards and criteria to all classes; may show an inappropriate preference for a single class of people; may compromise standards to achieve diversity.

22. Ethics and Values

VI: Personal and Interpersonal Skills
R: Acting with Honor and Character

Unskilled
Values may be out of sync with those of the organization; strong individualist with low concern for values of others; may set his/her own rules; make others uncomfortable; may play too close or over the edge for the organization; may not think about own values much and have no idea how he/she comes across; behavior may vary too much across situations; values may be seen as too self-serving; he/she doesn't walk the talk; says one thing, does another.

Skilled
Adheres to an appropriate (for the setting) and effective set of core values and beliefs during both good and bad times; acts in line with those values; rewards the right values and disapproves of others; practices what he/she preaches.

Overused Skill
May go to battle based on beliefs and values when not appropriate; may be overly sensitive to situations he/she sees as litmus tests of principles, values, and beliefs; may be seen as stubborn and insensitive to the need for change and compromise; may be overly critical of those who do not hold the same values; may use ethics statements to close off discussion.
23. Fairness to Direct Reports

VI: Personal and Interpersonal Skills

P: Managing Diverse Relationships

Unskilled
Is not equitable toward direct reports; doesn't listen to direct reports' concerns and needs; may not read people's needs well and not be able to tell how they are responding to his/her treatment; hides or keeps things from his/her people they have a right to know; may be inconsistent and play favorites; may not think about it or be too busy to pay attention to equity; may bucket people into good and bad buckets and treat them accordingly.

Skilled
Treats direct reports equitably; acts fairly; has candid discussions; doesn't have hidden agenda; doesn't give preferential treatment.

Overused Skill
May spend too much time pleasing everyone; may worry about distributing the work evenly and not using, challenging, or developing the best; his/her need to be fair may mask real problems and differences.

24. Functional/Technical Skills

I: Strategic Skills

A: Understanding the Business

Unskilled
Not up to functional or technical proficiency; makes technical/functional errors; judgment and decision making marginal because of lack of knowledge; may be stuck in past skills and technologies; may be inexperienced, new to the area, or lack interest in it; lack of detail orientation to go deep; may not make the time to learn.

Skilled
Has the functional and technical knowledge and skills to do the job at a high level of accomplishment.

Overused Skill
May be seen as too narrow; may overdevelop or depend upon technical and functional knowledge and skills at the expense of personal, interpersonal and managerial skills; may use deep technical knowledge and skills to avoid ambiguity and risk.
25. Hiring and Staffing

III: Courage
I: Making Tough People Calls

Unskilled
Doesn't have a good track record in hiring and/or staffing; may clone him/herself or focus on one or two preferred characteristics; may look narrowly for people who are similar to him/her; may play it safe with selections; doesn't select much diversity; may not know what competence looks like, lack criteria, or assume he/she just knows; may lack the patience to wait for a better candidate.

Skilled
Has a nose for talent; hires the best people available from inside or outside; is not afraid of selecting strong people; assembles talented staffs.

Overused Skill
May overlook slow starters; may select on surface characteristics; may assemble a team of individual performers who aren't good team players; may prefer currently talented people who aren't broad enough for further growth; may be too quick to replace rather than work with a person.

26. Humor

VI: Personal and Interpersonal Skills
S: Being Open and Receptive

Unskilled
Appears humorless; doesn't know how or doesn't want to use humor in the workplace; may have problems telling a joke; may chill humor in others; thinks humor is out of place in the workplace; may be too serious and want to avoid looking or sounding silly; may lack a light touch; may use sarcastic or politically offensive humor; may use humor in the wrong time or wrong place or in the wrong way.

Skilled
Has a positive and constructive sense of humor; can laugh at him/herself and with others; is appropriately funny and can use humor to ease tension.

Overused Skill
May disrupt group process with untimely or inappropriate humor; may use humor to deflect real issues and problems; may use humor to criticize others and veil an attack; may use humor to deliver sarcasm or cynicism; may be perceived as immature or lacking in appropriate seriousness; his/her humor may be misinterpreted.
27. Informing
II: Operating Skills
F: Getting Work Done Through Others
Unskilled
Not a consistent communicator; tells too little or too much; tells too late; timing is off; may be unclear, may inform some better than others; may not think through who needs to know by when; doesn't seek or listen to the data needs of others; may inform but lack follow-through; may either hoard information or not see informing as important; may only have one mode—written or oral or e-mail.
Skilled
Provides the information people need to know to do their jobs and to feel good about being a member of the team, unit, and/or the organization; provides individuals information so that they can make accurate decisions; is timely with information.
Overused Skill
May provide too much information; may upset people by giving them information they can't handle or preliminary information that turns out not to be true.

28. Innovation Management
I: Strategic Skills
C: Creating the New and Different
Unskilled
Not a good judge of what's creative; doesn't understand the marketplace for innovation; can't select from among creative ideas which one would work the best; doesn't innovate; may not be open to the creative suggestions of others; may be stuck in his/her comfort zone of tasks and methods of doing them; may not understand creativity or the process of innovation; may close too soon with solutions and conclusions; may be a perfectionist avoiding risk and fearing failures and mistakes; may not use experiments to learn and improve, and may block the innovations of others.
Skilled
Is good at bringing the creative ideas of others to market; has good judgment about which creative ideas and suggestions will work; has a sense about managing the creative process of others; can facilitate effective brainstorming; can project how potential ideas may play out in the marketplace.
Overused Skill
May err toward the new and reject the old; may prefer creative people and undervalue those less creative; may get too far out in front of others in thinking and planning.
29. Integrity and Trust

VI: Personal and Interpersonal Skills
R: Acting with Honor and Character

Unskilled
Is not widely trusted; may hedge or not take a stand; may treat others differently or indifferently at times; may not walk his/her talk and be seen as inconsistent; may have trouble keeping confidences and talks out of school; makes promises he/she doesn't or can't keep; may lack follow-through and causes problems for others; blames others for own mistakes; seen as just out for him/herself.

Skilled
Is widely trusted; is seen as a direct, truthful individual; can present the unvarnished truth in an appropriate and helpful manner; keeps confidences; admits mistakes; doesn't misrepresent him/herself for personal gain.

Overused Skill
May be too direct at times, which may catch people off guard and make them uncomfortable; may push openness and honesty to the point of being disruptive; may be so "only the facts" driven as to omit drawing reasonable conclusions, rendering opinions, or fixing blame, even when it's reasonable.

30. Intellectual Horsepower

I: Strategic Skills
B: Making Complex Decisions

Unskilled
May be intellectually lazy or disorganized; may not think things through carefully; always wants everything to be simple; emotions may get in the way of careful consideration; impatience may get in the way of careful consideration; may be mentally inflexible or stale—believing that his/her way is the best and virtually only way to do things or solve problems; may get frustrated when others are talking conceptually; may be slow to catch on to things.

Skilled
Is bright and intelligent; deals with concepts and complexity comfortably; described as intellectually sharp, capable, and agile.

Overused Skill
May use intelligence to dominate and intimidate others; may not be able to relate to those less intelligent; may only accept own solutions; may be impatient with due process.
31. Interpersonal Savvy

VI: Personal and Interpersonal Skills

N: Relating Skills

Unskilled

Doesn't relate smoothly to a variety of people; may not build relationships easily—may lack approachability or good listening skills; doesn't take the time to build rapport; may be too raw and direct at times; may be excessively work oriented or intense; may be impatient to get on with the agenda; judgmental or arrogant toward others; may not read others well; may freeze or panic in the face of conflict, attack or criticism; may be shy or lack confidence around others.

Skilled

Relates well to all kinds of people—up, down, and sideways, inside and outside the organization; builds appropriate rapport; builds constructive and effective relationships; uses diplomacy and tact; can defuse even high-tension situations comfortably.

Overused Skill

May be able to get by with smooth interpersonal skills; may spend too much time building networks and glad-handing; may not be taken as substantive by some; may not be a credible take-charge leader when that's necessary; may have some trouble and freeze when facing serious conflict.

32. Learning on the Fly

I: Strategic Skills

B: Making Complex Decisions

Unskilled

Not agile or versatile in learning to deal with first-time or unusual problems; may not analyze problems carefully or search for multiple clues and parallels; may be afraid to take a chance on the unknown; learns new things slowly; may be stuck in historical, tried-and-true methods, uncomfortable with ambiguity and quick to jump to a solution; doesn't look under rocks, just sticks to the obvious; looks for the simplest explanation too soon; gives up too soon and accepts a marginal solution; functions on the surface, doesn't go deep.

Skilled

Learns quickly when facing new problems; a relentless and versatile learner; open to change; analyzes both successes and failures for clues to improvement; experiments and will try anything to find solutions; enjoys the challenge of unfamiliar tasks; quickly grasps the essence and the underlying structure of anything.

Overused Skill

May leave others behind; may frustrate others with his/her need for change; may tend to change things too often; people may interpret openness as indecisiveness or being wishy-washy; may seek out change for change's sake regardless of the situation; may not be good at routine administration or unchallenging tasks or jobs.
33. Listening

VI: Personal and Interpersonal Skills
S: Being Open and Receptive

Unskilled

Doesn't listen well; cuts people off and finishes their sentences if they hesitate; interrupts to make a pronouncement or render a solution or decision; doesn't learn much from interactions with others; appears not to listen or is too busy constructing his/her own response; many times misses the point others are trying to make; may appear arrogant, impatient or uninterested; may listen to some groups/people and not to others; inaccurate in restating the case of others.

Skilled

Practices attentive and active listening; has the patience to hear people out; can accurately restate the opinions of others even when he/she disagrees.

Overused Skill

May spend too much time listening; may avoid necessary action; others may confuse listening with agreement.

34. Managerial Courage

III: Courage
H: Dealing with Trouble

Unskilled

Doesn't take tough stands with others; holds back in tough feedback situations; doesn't know how to present a tough position; knows but doesn't disclose; doesn't step up to issues; intimidated by others in power; hangs back and lets others take the lead; is a conflict avoider unwilling to take the heat of controversy; afraid to be wrong, get in a win/lose situation, or make a tough personnel call.

Skilled

Doesn't hold back anything that needs to be said; provides current, direct, complete, and "actionable" positive and corrective feedback to others; lets people know where they stand; faces up to people problems on any person or situation (not including direct reports) quickly and directly; is not afraid to take negative action when necessary.

Overused Skill

May be overly critical; may be too direct and heavy-handed when providing feedback or addressing issues; may provide too much negative and too little positive feedback; may put too much emphasis on the dark side; may fight too many battles.
35. Managing and Measuring Work
II: Operating Skills
F: Getting Work Done Through Others

Unskilled

Doesn't use goals and objectives to manage self or others; not orderly in assigning and measuring work; isn't clear about who is responsible for what; may be disorganized, just throw tasks at people, or lack goals or priorities; may manage time poorly and not get around to managing in an orderly way; doesn't provide work-in-progress feedback; doesn't set up benchmarks and ways for people to measure themselves.

Skilled

Clearly assigns responsibility for tasks and decisions; sets clear objectives and measures; monitors process, progress, and results; designs feedback loops into work.

Overused Skill

May be overcontrolling; may look over people's shoulders; may prescribe too much and not empower people.

36. Motivating Others
VI: Personal and Interpersonal Skills
Q: Inspiring Others

Unskilled

Doesn't know what motivates others or how to do it; people under him/her don't do their best; not empowering and not a person many people want to work for, around or with; may be a one-style-fits-all person, have simplistic models of motivation, or may not care as much as most others do; may be a driver just interested in getting the work out; may have trouble with people not like him/her; may be a poor reader of others, may not pick up on their needs and cues; may be judgmental and put people in stereotypic categories; intentionally or unintentionally demotivates others.

Skilled

Creates a climate in which people want to do their best; can motivate many kinds of direct reports and team or project members; can assess each person's hot button and use it to get the best out of him/her; pushes tasks and decisions down; empowers others; invites input from each person and shares ownership and visibility; makes each individual feel his/her work is important; is someone people like working for and with.

Overused Skill

May not be good at building team spirit because of an emphasis on individuals; may be seen as providing inequitable treatment by treating each person individually; may not take tough stands when the situation calls for it; may take too long getting input; may be reluctant to assign work with tough deadlines.
37. Negotiating

VI: Personal and Interpersonal Skills

Q: Inspiring Others

Unskilled
Not a good deal maker; doesn't come away with much; may use ineffective tactics—too hard or too soft; may have to win every battle or gives away too much to get the agreement; poor conflict manager, trouble dealing with attack, contention or non-negotiable points; may hold back and be afraid to take tough stands; poor listener; may not seek or know how to find common ground; may be too noisy and do too much damage to relationships; may not know how to be diplomatic, direct and polite.

Skilled
Can negotiate skillfully in tough situations with both internal and external groups; can settle differences with minimum noise; can win concessions without damaging relationships; can be both direct and forceful as well as diplomatic; gains trust quickly of other parties to the negotiations; has a good sense of timing.

Overused Skill
May leave people-damage in his/her wake; may walk over people's feelings; may always need to win; may hang on to a position too long; may become overly accommodating and be reluctant to walk away; may need to smooth over everything; may take too long to get things decided.

38. Organizational Agility

V: Organizational Positioning Skills

K: Being Organizationally Savvy

Unskilled
Doesn't get things done in organizations beyond his/her area; may lack the interpersonal skills to get things done across boundaries; may not negotiate well within organizations; may be too timid and laid back to maneuver through organizations; may reject the complexity of organizations; may lack the experience or simply not know who and where to go; may be too impatient to learn; may neither know nor care to know the origins of how things work around the organization.

Skilled
Knowledgeable about how organizations work; knows how to get things done both through formal channels and the informal network; understands the origin and reasoning behind key policies, practices, and procedures; understands the cultures of organizations.

Overused Skill
May spend too much time maneuvering for advantage; may spend too much time and energy working on issues that lack substance; may be seen as too political.
39. Organizing

II: Operating Skills
E: Getting Organized

Unskilled

Doesn't pull resources together effectively; may not know how to find and arrange people, materials, budget, etc.; may be a poor delegator and planner and not very motivating to work with; performance decreases as the number of simultaneous activities increase; may rely too much on self; may scramble at the last minute and have to work long hours to finish; may not anticipate or be able to see how multiple activities come together.

Skilled

Can marshal resources (people, funding, material, support) to get things done; can orchestrate multiple activities at once to accomplish a goal; uses resources effectively and efficiently; arranges information and files in a useful manner.

Overused Skill

May not be tolerant of normal chaos; may too often want to do things his/her own way; may not be open to suggestions and input; may lose his/her effectiveness when things don't go as planned.

40. Dealing With Paradox

VI: Personal and Interpersonal Skills
T: Demonstrating Personal Flexibility

Unskilled

Not very flexible; can't shift gears readily; one-trick pony (although may be very good at that one trick); believes strongly in personal consistency and following a few principles; tries to get everything done one way; doesn't take a balanced approach; may be seen as rigidly following and overdoing his/her one best way; may rely too much on personal strengths; has trouble shifting modes of behavior in the same meeting or situation.

Skilled

Can act in ways that seem contradictory; is very flexible and adaptable when facing tough calls; can combine seeming opposites like being compassionately tough, stand up for self without trampling others, set strong but flexible standards; can act differently depending upon the situation; is seen as balanced despite the conflicting demands of the situation.

Overused Skill

May be seen as two-faced or wishy-washy; may change too easily from one style or mode to another; may misread what skills are called for; may confuse people who observe him/her across different settings; may be misinterpreted.
41. Patience

VI: Personal and Interpersonal Skills
S: Being Open and Receptive

Unskilled
Acts before it's time to act; intolerant of the slow pace and cumbersome processes of others; may be seen as a self-centered do it my way and at my speed type; doesn't take the time to listen or understand; thinks almost everything needs to be faster and shorter; disrupts those facilitating meetings with his/her need to finish sooner; frequently interrupts and finishes other people's sentences; makes his/her own process rules; doesn't wait for others; may appear to others as arrogant, uninterested or a know-it-all; may be action oriented and resist process and problem complexity; may just jump to conclusions rather than thinking things through.

Skilled
Is tolerant with people and processes; listens and checks before acting; tries to understand the people and the data before making judgments and acting; waits for others to catch up before acting; sensitive to due process and proper pacing; follows established process.

Overused Skill
May wait too long to act; may try to please everyone; others may confuse attentive listening with acceptance of their position; may waste time when faced with issues too close to a 50/50 proposition.

42. Peer Relationships

VI: Personal and Interpersonal Skills
P: Managing Diverse Relationships

Unskilled
Not good at lateral cross-boundary relations; doesn't strike fair bargains or understand what peers expect or need; not open to negotiation; a loner, not seen as a team player, doesn't have the greater good in mind; may withhold resources from the other team members; may not respect their functions or disciplines and somehow communicates that; may be very competitive, play and maneuver for advantage and withhold information; may have a chilling effect on the entire unit because he/she won't play; may deal with lateral conflict noisily or uncooperatively.

Skilled
Can quickly find common ground and solve problems for the good of all; can represent his/her own interests and yet be fair to other groups; can solve problems with peers with a minimum of noise; is seen as a team player and is cooperative; easily gains trust and support of peers; encourages collaboration; can be candid with peers.

Overused Skill
May touch base with too many peers and be overly concerned with making everyone happy; may be too accommodating; may invest too much in peer relationships at the expense of others; may be uncomfortable with relationships where everyone's not equal; may share sensitive information inappropriately just to solidify a relationship; may get in trouble by being too candid with peers.
43. Perseverance

IV: Energy and Drive

J: Focusing on the Bottom Line

Unskilled

Gives up too soon or moves on to something that's going better; doesn't push hard enough to get things done; doesn't go back with different strategies for the third and fourth try; may take rejection too personally; may hesitate to push when met with conflict, disagreement or attacks; may agree too early just to get it over with; may compromise for less than the original goal or objective; may simply not want to take charge and be out front.

Skilled

Pursues everything with energy, drive, and a need to finish; seldom gives up before finishing, especially in the face of resistance or setbacks.

Overused Skill

May stick to efforts beyond reason, in the face of overwhelming odds and evidence to the contrary; may be seen as stubborn and unyielding; may not set appropriate priorities; may find it difficult to change course; may confuse personal have-to-do's with what most needs to be done.

44. Personal Disclosure

VI: Personal and Interpersonal Skills

S: Being Open and Receptive

Unskilled

A private person who does not discuss personal information; a closed book to most; hard to tell where he/she is coming from; may not believe in sharing personal views and foibles; works to keep personal and business separate; may fear what will happen if he/she discloses; may be shy; doesn't ask others for personal information; doesn't know what is helpful to share or why people find it valuable; may believe he/she has something to hide; may be defensive and unwilling to share much.

Skilled

Shares his/her thoughts about personal strengths, weaknesses, and limitations; admits mistakes and shortcomings; is open about personal beliefs and feelings; is easy to get to know to those who interact with him/her regularly.

Overused Skill

May turn off some people by excessive directness; may leave him/herself open for criticism because of his/her honesty; openness and directness may actually lead to a lack of trust; open style may lack credibility with some.
45. Personal Learning

VI: Personal and Interpersonal Skills
T: Demonstrating Personal Flexibility

Unskilled

Doesn't change or adapt to his/her surroundings or the situation; may have a view that being true to oneself is all that matters; may see adjusting to others as a sign of weakness; may be a one-thing-at-a-time person or a person who only thinks about what he/she is doing, not how others are responding or what they need; doesn't pick up on the need for personal change; doesn't seek or listen to personal on-line feedback; not a people watcher or studier, doesn't see or understand their reactions to him/her; may be arrogant or defensive.

Skilled

Picks up on the need to change personal, interpersonal, and managerial behavior quickly; watches others for their reactions to his/her attempts to influence and perform, and adjusts; seeks feedback; is sensitive to changing personal demands and requirements and changes accordingly.

Overused Skill

May be seen as too changeable; may shift situationally too easily and leave the impression of being wishy-washy; may err toward doing things differently rather than remaining the same; may confuse people by experimenting and being so adaptable.

46. Perspective

I: Strategic Skills
C: Creating the New and Different

Unskilled

Is narrow and parochial; has narrow views of issues and challenges; uses only one or a few lenses to view problems and opportunities; doesn't have far-ranging interests, not well-read; background may be narrow; isn't good at running "what if" scenarios; lacks interest in maybes and the future and how world events do and will affect his/her organization; won't be a good strategist or visionary; a here-and-now person who is often surprised by unexpected change; may be a single function/profession/technical area/skill person.

Skilled

Looks toward the broadest possible view of an issue/challenge; has broad-ranging personal and business interests and pursuits; can easily pose future scenarios; can think globally; can discuss multiple aspects and impacts of issues and project them into the future.

Overused Skill

Might have some trouble concentrating on the here and now; may leave others behind when he/she speculates on the broad view of an issue; may not set practical priorities; may always be reaching for too much and/or the ideal; may see connections that aren't there.
47. Planning
II: Operating Skills
E: Getting Organized
Unskilled
Doesn’t plan for much; may be a seat-of-the-pants performer scratching it out at the last minute; doesn’t follow an orderly method of setting goals and laying out work; may be uncomfortable with structure and process flow; may be disdainful of planning and come across to others as loose or too simple; may not have the patience to establish goals and objectives, scope out difficulties, plan for task completion, develop schedules, and do roadblock management; may be confusing to work for and with; may be demotivating to others who work with him/her.

Skilled
Accurately scopes out length and difficulty of tasks and projects; sets objectives and goals; breaks down work into the process steps; develops schedules and task/people assignments; anticipates and adjusts for problems and roadblocks; measures performance against goals; evaluates results.

Overused Skill
May be overly dependent on rules, regulations, procedures, and structure; may leave out the human element of the work; may be inflexible and have trouble with rapid change.

48. Political Savvy (Organizational Savvy)
V: Organizational Positioning Skills
K: Being Organizationally Savvy
Unskilled
Doesn’t know how to navigate smoothly and quietly through political waters; says and does things that cause political problems; doesn’t understand how to deal with not-invented-here and territory protection; rejects politics and may view self as apolitical; others might see this as naive; may not deal with upper management persuasively; may be impatient with political process and make procedural errors; may be too direct and not consider impact on others; may not project out consequences of his/her actions well.

Skilled
Can maneuver through complex political situations effectively and quietly; is sensitive to how people and organizations function; anticipates where the land mines are and plans his/her approach accordingly; views corporate politics as a necessary part of organizational life and works to adjust to that reality; is a maze-bright person.

Overused Skill
May be seen as excessively political; may not be trusted; may tell others what they are expecting to hear rather than what he/she knows to be true; may overstate what he or she knows; may be seen as manipulative and scheming.
49. Presentation Skills

V: Organizational Positioning Skills
L: Communicating Effectively

Unskilled
Not a skilled presenter in varying situations; may be shy; may be disorganized, presentations lack focus; may have a flat or grating style; doesn't listen to audience; may have personal idiosyncrasies and habits that get in the way; may be unprepared for or unable to handle tough questions; may always present the same way, not adjusting to audiences; may lose his/her cool during hot debate; may be nervous, even scared when speaking.

Skilled
Is effective in a variety of formal presentation settings: one-on-one, small and large groups, with peers, direct reports, and bosses; is effective both inside and outside the organization, on both cool data and hot and controversial topics; commands attention and can manage group process during the presentation; can change tactics midstream when something isn't working.

Overused Skill
May try to win with style and presentation skills over fact and substance; may be able to wing it and dance without really being prepared; may be able to sell things that shouldn't be sold.

50. Priority Setting

II: Operating Skills
D: Keeping On Point

Unskilled
Has little sense of what's mission-critical and what's just nice to do; doesn't identify the critical few well for self or others; may believe that everything's equally important, may overwhelm others with unfocused activities; may be addicted to action, do a little bit of everything quickly; may be a poor time manager; may not say no; wants to do everything; not good at figuring out how to eliminate a roadblock.

Skilled
Spends his/her time and the time of others on what's important; quickly zeros in on the critical few and puts the trivial many aside; can quickly sense what will help or hinder accomplishing a goal; eliminates roadblocks; creates focus.

Overused Skill
May let the trivial many accumulate into a critical problem; may too quickly reject the priorities of others; may have a chilling effect on necessary complexity by requiring everything to be reduced to the simple; may confuse simple with simplistic; may be too dominant a force on priorities for the team.
51. Problem Solving
I: Strategic Skills
B: Making Complex Decisions

Unskilled
Not a disciplined problem solver; may be stuck in the past, wed to what worked before; many times has to come back and rework the problem a second time; may be a fire-ready-aim type; may get impatient and jump to conclusions too soon; may not stop to define and analyze the problem; doesn't look under rocks; may have a set bag of tricks and pull unfit solutions from it; may miss the complexity of the issue and force-fit it to what he/she is most comfortable with; unlikely to come up with the second and better solution, ask penetrating questions, or see hidden patterns.

Skilled
Uses rigorous logic and methods to solve difficult problems with effective solutions; probes all fruitful sources for answers; can see hidden problems; is excellent at honest analysis; looks beyond the obvious and doesn't stop at the first answers.

Overused Skill
May tend toward analysis paralysis; may wait too long to come to a conclusion; may not set analysis priorities; may get hung up in the process and miss the big picture; may make things overly complex; may do too much of the analysis personally.

52. Process Management
II: Operating Skills
G: Managing Work Processes

Unskilled
Not good at figuring out effective and efficient ways to get things done; works in a disorganized fashion; doesn't take advantage of opportunities for synergy and efficiency with others; can't visualize effective processes in his/her head; lays out tasks for self and others in a helter skelter way; doesn't work to simplify things; uses more resources than others to get the same thing done; lacks attention to detail; doesn't anticipate the problems that will arise; not a systemic thinker.

Skilled
Good at figuring out the processes necessary to get things done; knows how to organize people and activities; understands how to separate and combine tasks into efficient work flow; knows what to measure and how to measure it; can see opportunities for synergy and integration where others can't; can simplify complex processes; gets more out of fewer resources.

Overused Skill
May always be tinkering and refining—nothing is ever the same for long; may have trouble explaining his/her vision of a process; may never finish anything; may always be dissatisfied because of unreasonably high standards and expectations of self and others; may attempt to put too much together at once; may misjudge the capacity of others to absorb change.
53. Drive for Results
IV: Energy and Drive
J: Focusing on the Bottom Line
Unskilled
Doesn't deliver results consistently; doesn't get things done on time; wastes time and resources pursuing non-essentials; something always gets in the way—personal disorganization, failure to set priorities, underestimating time frames, overcoming resistance; not bold or committed enough to push it through; procrastinates around whatever gets in his/her way; doesn't go all out to complete tasks; does the least to get by.
Skilled
Can be counted on to exceed goals successfully; is constantly and consistently one of the top performers; very bottom-line oriented; steadfastly pushes self and others for results.
Overused Skill
May go for results at all costs without appropriate concern for people, teams, due process, or possibly norms and ethics; may have high turnover under him/her due to the pressure for results; may not build team spirit; may not celebrate and share successes; may be very self-centered.

54. Self-Development
VI: Personal and Interpersonal Skills
T: Demonstrating Personal Flexibility
Unskilled
Doesn't put in the effort to grow and change; doesn't do anything to act on constructive feedback; may not know what to work on or how; may know what but doesn't act on it; doesn't adjust approach to different audiences and situations; may be immune to negative feedback—arrogant or defensive; may fear failure and the risk of admitting shortcomings; may not believe people really change, therefore it's not worth the effort; may believe current skills will last; may believe in development but is always too busy.
Skilled
Is personally committed to and actively works to continuously improve him/herself; understands that different situations and levels may call for different skills and approaches; works to deploy strengths; works on compensating for weakness and limits.
Overused Skill
May be a self-help development junkie; can lead to navel-gazing; may confuse others with constant efforts to improve and change; may be too self-centered; may be susceptible to self-help fads; may spend too much time improving and too little time acting and performing.
55. Self-Knowledge

VI: Personal and Interpersonal Skills
T: Demonstrating Personal Flexibility
Unskilled

Doesn't know him/herself well—strengths, weaknesses or limits; doesn't seek feedback—may be defensive or arrogant; doesn't listen to or learn from feedback; may misestimate his/her performance—either too high or too low; may rush in where he/she shouldn't, or not move when he/she should; may be surprised by or not know own impact; may know some shortcomings but will not share with others; avoids discussions about him/herself; may assume he/she already knows when he/she doesn't; may be an excuse maker and blamer; doesn't learn from mistakes; doesn't get much from personal insight exercises or performance discussions; is surprised by negative personal data.

Skilled

Knows personal strengths, weaknesses, opportunities, and limits; seeks feedback; gains insights from mistakes; is open to criticism; isn't defensive; is receptive to talking about shortcomings; looks forward to balanced (+’s and –’s) performance reviews and career discussions.

Overused Skill

May be too self-critical, too open about self; may not move past knowledge to improvement and action; may spend too much time in self-insight activities; may be too dependent upon waiting for feedback; may overly solicit feedback.

56. Sizing Up People

III: Courage
I: Making Tough People Calls
Unskilled

Isn't accurate in his/her appraisals of people; does not evaluate the strengths and weaknesses of others well; biases and stereotyping may play too much in his/her appraisals; may have simplistic models of people; may make instant judgments on almost no data; doesn't change after the initial appraisal; his/her estimates and projections of what people will do in certain circumstances turn out to be wrong; may be such a poor listener to and observer of others that he/she really doesn't know what they're like.

Skilled

Is a good judge of talent; after reasonable exposure, can articulate the strengths and limitations of people inside or outside the organization; can accurately project what people are likely to do across a variety of situations.

Overused Skill

May be hypercritical of others; may be unwilling to alter an initial judgment about others; may not look for or be open to further evidence; may miss on slow starters and quiet and less expressive people.
57. Standing Alone

III: Courage

H: Dealing with Trouble

Unskilled
Isn't comfortable going it alone; prefers to be in the background; may prefer to be one of many or be part of a team; doesn't take the lead on unpopular stands; doesn't take on controversial issues by him/herself; may avoid and shrink from dispute and conflict; may not have a passion, may be burned out.

Skilled
Will stand up and be counted; doesn't shirk personal responsibility; can be counted on when times are tough; willing to be the only champion for an idea or position; is comfortable working alone on a tough assignment.

Overused Skill
May be a loner and not a good team player or team builder; may not give appropriate credit to others; may be seen as too self-centered; may not wear well over time.

58. Strategic Agility

I: Strategic Skills

C: Creating the New and Different

Unskilled

Doesn't think or talk strategy; can't put together a compelling strategic plan; more comfortable in the tactical here and now; lacks the perspective to pull together varying elements into a coherent strategic view; can't weave a vision of the future; may reject the usefulness of strategy, considering it pie in the sky; may have narrow experience and not be knowledgeable of business and world events; may try to simplify too much or be very tactical; may lack the disciplined thought processes necessary to construct a strategic view.

Skilled

Sees ahead clearly; can anticipate future consequences and trends accurately; has broad knowledge and perspective; is future oriented; can articulately paint credible pictures and visions of possibilities and likelihoods; can create competitive and breakthrough strategies and plans.

Overused Skill

May be seen as too theoretical; may not be tolerant of or have patience with day-to-day details; may over-complicate plans; may not be able to communicate with tactical or less complex people.
59. Managing Through Systems

II: Operating Skills

G: Managing Work Processes

Unskilled

Prefers hands-on management; relies on personal intervention; has to physically be there for things to go well; doesn't think or manage in terms of policies, practices and systems; doesn't delegate much; doesn't really believe people can perform on their own; doesn't set up rules, procedures and tie breakers so people know what to do in his/her absence; may be very controlling and a micromanager; may not communicate clearly enough for people to know what to do without repeated inquiries of him/her.

Skilled

Can design practices, processes, and procedures which allow managing from a distance; is comfortable letting things manage themselves without intervening; can make things work through others without being there; can impact people and results remotely.

Overused Skill

May be too hard to reach and talk to, out of touch with the details; may get too comfortable having things run on autopilot; may get surprised by negative events; may be slow to change existing systems.

60. Building Effective Teams

VI: Personal and Interpersonal Skills

Q: Inspiring Others

Unskilled

 Doesn't assemble, build or manage in a team fashion; manages people on a one-to-one basis; doesn't create a common mindset or common challenge; rewards and compliments individuals, not the team; may not hold many team meetings; doesn't create any synergies in the team; everyone works on his/her own projects; doesn't manage in a way that builds team morale or energy; doesn't have the skills or interest to build a team; may be very action and control oriented and won't trust a team to perform.

Skilled

Blends people into teams when needed; creates strong morale and spirit in his/her team; shares wins and successes; fosters open dialogue; lets people finish and be responsible for their work; defines success in terms of the whole team; creates a feeling of belonging in the team.

Overused Skill

May not treat others as unique individuals; may slow down reasonable process by having everything open for debate; may go too far in not hurting people's feelings and not making tough decisions; may not develop individual leaders; might not provide take-charge leadership during tough times.
61. Technical Learning

I: Strategic Skills

A: Understanding the Business

Unskilled

Doesn't learn new technical skills readily; is among the last to learn or adopt new technology—like Internet technology; may be stuck and wed to past technologies and resist switching to new ones; may be intimidated by technology; may lack experience or exposure with new technologies; may not be interested in things technical or areas involving lots of detail; may not know how to or may reject using others to learn new technologies.

Skilled

Picks up on technical things quickly; can learn new skills and knowledge; is good at learning new industry, company, product, or technical knowledge—like Internet technology; does well in technical courses and seminars.

Overused Skill

May learn but not act; may overdo learning at the expense of using it; may be seen as too academic; may not relate well to those who can't catch on as quickly.

62. Time Management

II: Operating Skills

E: Getting Organized

Unskilled

Is disorganized and wastes time and resources; flits from activity to activity with little rhyme or reason; doesn't set priorities; can't say no; can only concentrate on one thing at a time; is very easily distracted; mostly reactive to what's hot at the moment; doesn't have or follow a plan or method for his/her time; can't cut off transactions politely; doesn't have a clock in his/her head; may do all right on important priorities and issues, but not good with the little things.

Skilled

Uses his/her time effectively and efficiently; values time; concentrates his/her efforts on the more important priorities; gets more done in less time than others; can attend to a broader range of activities.

Overused Skill

May be impatient with other people's agenda and pace; may not take the time to stop and smell the roses; may not give people rapport time with him/her to get comfortable.
63. Total Work Systems (e.g., TQM/ISO/Six Sigma)

II: Operating Skills
G: Managing Work Processes

Unskilled

Doesn't think broadly regarding the impact of work processes; doesn't comply or work to build commonalities in processes; doesn't create effective and efficient work processes; isn't customer focused in how he/she designs and manages the work; isn't dedicated to continuous improvement of work processes; doesn't leverage technology to improve work processes; doesn't know the tools and techniques to improve work processes; sticks to the old and familiar rather than stepping back and seeing the larger pattern; isn't willing to scrap the past in favor of the new and improved; doesn't listen to employees about improving work design; doesn't empower others to design their own work processes; doesn't create an environment where the whole unit learns together how better to serve the customer.

Skilled

Is dedicated to providing organization or enterprise-wide common systems for designing and measuring work processes; seeks to reduce variances in organization processes; delivers the highest quality products and services which meet the needs and requirements of internal and external customers; is committed to continuous improvement through empowerment and management by data; leverages technology to positively impact quality; is willing to re-engineer processes from scratch; is open to suggestions and experimentation; creates a learning environment leading to the most efficient and effective work processes.

Overused Skill

May become a work process or quality improvement missionary to the exclusion of everything else; may make marginal incremental changes which are more disruptive than helpful; may not deliver results because of extreme focus on process or rules; may reject other approaches and non-believers.
64. Understanding Others
VI: Personal and Interpersonal Skills
P: Managing Diverse Relationships
Unskilled
Doesn't read groups well; doesn't understand how groups operate or what purposes groups serve; can't predict what groups will do; stereotypes or pre-judges groups; may only understand groups similar to him or her in purpose and characteristics; sees people as individuals only; doesn't understand how group membership affects people's views and behavior; prefers working one-on-one; can't reach or motivate groups; may be a loner and not really a member of any voluntary groups.
Skilled
Understands why groups do what they do; picks up the sense of the group in terms of positions, intentions, and needs; what they value and how to motivate them; can predict what groups will do across different situations.
Overused Skill
May spend too much time trying to analyze what a group might or might not do; may generalize from his/her group appraisal to individuals, letting personal impressions of a group cover individuals as well; may discount variety of opinion; may have trouble dealing with individuals when he/she is in conflict with the group the individual belongs to; may spend too much energy understanding and analyzing group actions.

65. Managing Vision and Purpose
VI: Personal and Interpersonal Skills
Q: Inspiring Others
Unskilled
Can't communicate or sell a vision; not a good presenter; can't turn a good phrase or create compelling one-liners; uncomfortable speculating on the unknown future; isn't charismatic or passionate enough to excite and energize others; can't simplify enough to help people understand complex strategy; may not understand how change happens; doesn't act like he/she really believes in the vision; more comfortable in the here and now.
Skilled
Communicates a compelling and inspired vision or sense of core purpose; talks beyond today; talks about possibilities; is optimistic; creates mileposts and symbols to rally support behind the vision; makes the vision sharable by everyone; can inspire and motivate entire units or organizations.
Overused Skill
May leave people behind; may lack patience with those who don't understand or share his/her vision and sense of purpose; may lack appropriate detail-orientation and concern for administrative routine; may lack follow-through on the day-to-day tasks.
66. Work / Life Balance

VI: Personal and Interpersonal Skills
U: Balancing Work/Life

Unskilled
Lacks balance between work and personal life; overdoes one at the harmful expense of the other; may be a workaholic; may be bored off-work or can't relax; may be a poor time manager and priority setter; may just react; can't turn off one area of life and fully concentrate on the other; can't keep multiple and mixed priorities going at one time; carries troubles from one area of life into the other; can only seem to manage one or the other.

Skilled
Maintains a conscious balance between work and personal life so that one doesn't dominate the other; is not one-dimensional; knows how to attend to both; gets what he/she wants from both.

Overused Skill
May not be flexible enough when work or personal life demands change dramatically; may not be willing to adjust one at the expense of the other; may value balance over temporary discomfort; may try to force his/her view of balance on others.

67. Written Communications

V: Organizational Positioning Skills
L: Communicating Effectively

Unskilled
Not a clear communicator in writing; may be hard to tell what the point is; may be too wordy or too terse or have grammar/usage problems; may not construct a logical argument well; may not adjust to different audiences; may have a single style of writing.

Skilled
Is able to write clearly and succinctly in a variety of communication settings and styles; can get messages across that have the desired effect.

Overused Skill
May invest too much time crafting communications; may too often try for perfection when something less would do the job; may be overly critical of the written work of others.