

# Personal Competencies<sup>1</sup>

Name: \_\_\_\_\_

(Complete this yourself and ask two people who know you well to do so.)

## Directions

This is a three-step process that requires you to make three passes through the list of ninety-eight items on the attached pages.

1. **Strengths:** Mark any of the attributes in the "+" column that are definitely characteristic of the person that you are rating. Mark only those items that apply. Note that no one person is likely to have all the strengths on the list.
2. **Development opportunities:** After completing Step 1, go back through the list of attributes again, looking at the items which you did not mark as strengths. From these items mark in the "-" column those which, in your opinion, are significant opportunities for the person to develop his/her attributes.
3. Highlight with an "\*" the three most important *categories* of strengths and development opportunities respectively.

It is appropriate to leave items blank if you believe the item is neither a strength nor a development need, if it doesn't apply to the person, or if you don't know the person well enough to make the assessment.

Please respond as candidly as possible.

Competencies (+’s) and Development Opportunities (-’s)		+	-
<b>Getting information, making sense of it, and problem identification</b>			
1.	Seeks information energetically		
2.	Probes, digs beneath the surface, tests the validity of information		
3.	Creates order out of large quantities of information		
4.	Keen observer of people, events, things		
5.	Defines problems effectively; gets to the heart of a problem		
6.	Spots problems, opportunities, threats, trends early		
7.	Logical, data-based, rational		
<b>Communicating information and ideas</b>			
8.	Adept at disseminating information to others		
9.	Crisp, clear, articulate		
10.	Good public speaker; skilled at performing, being on stage		
11.	Makes points effectively to a resistant audience		
12.	Strong communicator on paper; good writing skills		
<b>Taking action, making decisions, and following through</b>			
13.	Action-oriented; presses for immediate results		
14.	Decisive; doesn't procrastinate on decisions		
15.	Troubleshooter; enjoys solving problems		
16.	Implements decisions, follows through, follows up well; an expediter		
17.	Carefully weighs consequences of contemplated action		
<b>Risk-taking and innovation</b>			
18.	Has vision; often brings up ideas about potentials and possibilities for the future		
19.	Entrepreneurial; seizes new opportunities		
20.	Consistently generates new ideas		
21.	Creates significant organizational change		
22.	Introduces needed change even in the face of opposition		
<b>Administrative and organizational ability</b>			

<sup>1</sup> Based on SkillScope.

23.	Establishes and conveys a sense of purpose		
24.	A team builder; brings people together successfully around tasks		
25.	Structures subordinates' work appropriately		
26.	Resourceful; can marshal people, funds, space required for projects		
27.	Can organize and manage big, long-term projects; good shepherding skills		
28.	Recognizes and rewards people for their work		
29.	Manages the process of decision-making effectively; knows who to involve on what issue		
30.	Can easily handle situations where there is no pat answer; no prescribed method for proceeding		
31.	Can translate strategy into action over the long haul		
<b>Managing conflict and negotiating</b>			
32.	Effective at managing conflict		
33.	Confronts others skillfully		
34.	Negotiates adeptly with individuals and groups over roles and resources		
<b>Developing great relationships</b>			
35.	Builds warm, cooperative relationships		
36.	Isn't abrasive; doesn't usually antagonize people		
37.	Makes good use of people; doesn't exploit		
38.	Has good relationships with supervisors, faculty, and administrators		
39.	Has good relationships with peers		
40.	Has good relationships with outsiders		
41.	Skilled at relating to many different types of people		
42.	Readily available to others		
43.	Competent at dealing with people's feelings		
<b>Selecting, developing, and accepting people</b>			
44.	Sizes up people well; has a nose for talent		
45.	Attracts talented people		
46.	Tolerant of the foibles, idiosyncrasies of others		
47.	Good coach, counselor, mentor; patient with people as they learn		
48.	Brings out the best in people		
49.	Gives others appropriately challenging assignments and the opportunity to grow		
<b>Influencing and leadership behavior</b>			
51.	Inspirational; helps people to see the importance of what they are doing and sparks them to act		
52.	Good at promoting an idea or vision; persuading		
53.	Possesses extensive network of contacts necessary to do the job		
54.	Astute sense of organizational "politics"		
55.	Comfortable with the power and responsibility in a position of influence.		
56.	Skilled at selling upward, influencing superiors		
57.	Delegates effectively		
58.	Works effectively with others		
<b>Openness to influence and flexibility</b>			
59.	Listens well; creates good give-and-take with others in conversations and meetings		
60.	Takes ideas different from own seriously, and from time-to-time changes mind		
61.	Accepts criticism well; easy to give feedback on his/her performance		
62.	A participative team leader; share responsibility and influence with others		
63.	Flexible; good at varying his/her approach with the situation		
64.	Thinks in terms of trade-offs; doesn't assume a single best way		
65.	Doesn't let power or status go to his/her head		
<b>Knowledge of the position and the subject matter</b>			
66.	Shows mastery of job content; excels as a student		

67.	A good leader and manager		
68.	Effective in a job, role, or assignment with a big scope		
69.	In a new assignment, picks up knowledge and expertise easily; a quick study		
<b>Energy, drive, and ambition</b>			
70.	Good initiative; continually reaches for more responsibility		
71.	High energy level		
72.	Ambitious; highly motivated to advance his/her career		
73.	Goal-directed, persistent; driven to achieve objectives		
<b>Time management</b>			
74.	Sets priorities well; distinguishes clearly between important and unimportant tasks		
75.	Makes the most of the time available; extremely productive		
76.	Deals with interruptions appropriately; knows when to admit interruptions and when to screen them out		
77.	Avoids spreading self too thin		
<b>Coping with pressure and adversity</b>			
78.	Capable, cool in high pressure situations		
79.	Can deal well with setbacks; resilient; bounces back from failure and defeat		
80.	Willing to admit ignorance		
81.	Optimistic; takes the attitude that most problems can be solved		
<b>Integrity</b>			
82.	Doesn't hide mistakes		
83.	Has integrity; is trustworthy		
84.	Doesn't put own ambitions ahead of organization's objectives		
<b>Self-management, self-insight, and self-development</b>			
85.	Compensates for own weaknesses		
86.	Capitalizes on own strengths		
87.	Responds well to new situations that require him/her to stretch and grow		
88.	Learns from own experience; not set in his/her ways		
89.	Takes good care of self; uses constructive outlets for tension and frustrations		
90.	Strikes a reasonable balance between his/her worklife and private life		
91.	Makes needed adjustments in own behavior		
92.	Is aware of his/her feelings		

September 2010