

Communication Skills

Communication Skills

1. Responds to others' opinions in a constructive manner.

never seldom sometimes often almost always do not know

2. Regularly disseminates necessary information.

never seldom sometimes often almost always do not know

3. Makes clear oral presentations to groups.

never seldom sometimes often almost always do not know

4. Fosters an atmosphere of open communication.

never seldom sometimes often almost always do not know

5. Expresses facts and ideas in writing in a clear and organized manner.

never seldom sometimes often almost always do not know

6. When in conflict with others, wants to understand their point of view.

never seldom sometimes often almost always do not know

7. Resolves conflicts and disagreements in a constructive manner.

never seldom sometimes often almost always do not know

8. Is good at defending own point of view to resistant audience.

never seldom sometimes often almost always do not know

9. Handles criticism from others in the organization with poise.

never seldom sometimes often almost always do not know

10. Maintains level-headedness in the face of frustrating obstacles.

never seldom sometimes often almost always do not know

11. Has a "can do" attitude when faced with setbacks.

never seldom sometimes often almost always do not know

Decision Making

Decision Making

12. Follows through on decisions made.

never seldom sometimes often almost always do not know

13. Makes decisions in a timely manner.

never seldom sometimes often almost always do not know

14. Can make the tough decision when necessary.

never seldom sometimes often almost always do not know

15. Has an effective system of ensuring that actions decided at meetings are carried through.

never seldom sometimes often almost always do not know

16. Gets to the heart of a problem by identifying the elements of the problem effectively.

never seldom sometimes often almost always do not know

17. Makes the best decisions possible under pressure of having incomplete information.

never seldom sometimes often almost always do not know

18. Structures meetings in ways that maximize the possibility for concrete results.

never seldom sometimes often almost always do not know

Promotes Innovation and Change

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19. Encourages creative thinking and innovation.

never seldom sometimes often almost always do not know

20. Asks questions that make other people see things differently.

never seldom sometimes often almost always do not know

21. Encourages direct reports to ask tough questions and to disagree.

never seldom sometimes often almost always do not know

22. Creates climate where others can offer ideas and take risks without fear of criticism or punishment.

never seldom sometimes often almost always do not know

23. Introduces change, even though there is a very likely chance that this change may antagonize an important voice, or voices, within the organization

never seldom sometimes often almost always do not know

24. Does a good job of prioritizing the order in which things should be done.

never seldom sometimes often almost always do not know

25. Modifies plans suitably in response to changing conditions.

never seldom sometimes often almost always do not know

26. Creates buy-in and enthusiasm for change.

never seldom sometimes often almost always do not know

Working Relationships

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27. Develops effective working relationships with direct reports.

never seldom sometimes often almost always do not know

28. Develops effective working relationships with peers.

never seldom sometimes often almost always do not know

29. Develops an effective working relationship with supervisor.

never seldom sometimes often almost always do not know

30. Develops effective working relationships with upper management.

never seldom sometimes often almost always do not know

31. Is sensitive to cultural differences/makes appropriate accommodations.

never seldom sometimes often almost always do not know

32. Makes time for others who seek ideas or help.

never seldom sometimes often almost always do not know

33. Gives others recognition for good work.

never seldom sometimes often almost always do not know

34. Is a good listener.

never seldom sometimes often almost always do not know

Leadership Skills

Leadership Skills

35. Is outstanding in his or her professional specialty.

never seldom sometimes often almost always do not know

36. Communicates the vision of desired results in ways that builds commitment among team members.

never seldom sometimes often almost always do not know

37. Gives subordinates the sense of being an integral part of something important.

never seldom sometimes often almost always do not know

38. Accepts responsibility for own mistakes.

never seldom sometimes often almost always do not know

39. Does not try to cover up mistakes.

never seldom sometimes often almost always do not know

40. Tells the truth.

never seldom sometimes often almost always do not know

41. Delegates decision making to the lowest proper employee level in order to give that employee a true sense of empowerment and/or a chance for professional development.

never seldom sometimes often almost always do not know

42. Delegates tasks, not to just to get rid of these tasks for him/her self, but to help a subordinate's professional growth and/or increase office efficiency.

never seldom sometimes often almost always do not know

43. When delegating, teaches others to think ahead about potential problems and how to overcome them.

never seldom sometimes often almost always do not know

44. Has successfully separated self from prior position within the organization, and therefore is at ease delegating those tasks he/she used to perform.

never seldom sometimes often almost always do not know

45. When delegating a new task to an inexperienced employee, creates time to actively teach them along the way.

never seldom sometimes often almost always do not know

Coaching Skills

Coaching Skills

46. Adapts to the learning style and experience level of each employee.

never seldom sometimes often almost always do not know

47. Is patient and encouraging when helping team members develop new abilities.

never seldom sometimes often almost always do not know

48. Gives constructive feedback in a timely manner.

never seldom sometimes often almost always do not know

49. Collaboratively develops measurable, specific and achievable objectives with each subordinate.

never seldom sometimes often almost always do not know

50. Is very comfortable discussing strategies with employees that would enhance their career goals.

never seldom sometimes often almost always do not know

51. Actively looks for assignments for subordinates that will provide avenues for career enhancement.

never seldom sometimes often almost always do not know

52. Models and teaches political savvy by identifying the internal and external factors that impact the work of the organization.

never seldom sometimes often almost always do not know

Utilizes The Strengths of Others and Self

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53. Designs each person's role based on his/her strengths as that person's job description allows.

never seldom sometimes often almost always do not know

54. Helps people identify their own professional strengths so that they could spend more time using these strengths in their work environment.

never seldom sometimes often almost always do not know

55. Encourages people to strengthen an existing strength. -- For example, if a person is good at networking, they are invited to meet with other networkers to learn from their knowledge and skills.

never seldom sometimes often almost always do not know

56. Encourages others to focus on their strengths.

never seldom sometimes often almost always do not know

57. Designs own professional work around personal strengths.

never seldom sometimes often almost always do not know

58. Sees focusing on people's strengths as equally (if not more) important than assisting people in their areas of weaknesses.

never seldom sometimes often almost always do not know

Team Development

Team Development

59. Motivates people to want to accomplish results as a team.

never seldom sometimes often almost always do not know

60. Sets a climate where a group of people working as a team accept mutual responsibility for their final product.

never seldom sometimes often almost always do not know

61. Celebrates team accomplishments.

never seldom sometimes often almost always do not know

62. Consistently develops and sustains cooperative working relationships throughout the organization.

never seldom sometimes often almost always do not know

63. Collaborates across boundaries and finds common ground with stakeholders.

never seldom sometimes often almost always do not know

64. Possesses the skills to influence the group dynamics so consensus can be more easily achieved even when s/he has little or no "positional" power.

never seldom sometimes often almost always do not know