Managing and Prioritizing Time

Managing and Prioritizing Time refers to an individual's ability to manage time, negotiate priorities, exercise self-discipline, control interruptions by shaping the behavior of others whose priorities are different, and become time-effective, rather than time-efficient. This individual:

1. Accomplishes most of his or her priorities, even when interrupted a lot.

○ almost never   ○ occasionally   ○ frequently   ○ very frequently   ○ almost always

2. Is good at catching up when running late for meetings or other events.

○ almost never   ○ occasionally   ○ frequently   ○ very frequently   ○ almost always

3. Likes to briefly read his or her correspondence and prioritize it.

○ almost never   ○ occasionally   ○ frequently   ○ very frequently   ○ almost always

4. Tries to clear his or her desk of all paperwork every day.

○ almost never   ○ occasionally   ○ frequently   ○ very frequently   ○ almost always

5. Tends to start and finish scheduled activities or events of the day on time.

○ almost never   ○ occasionally   ○ frequently   ○ very frequently   ○ almost always

6. Tries to do something with every piece of paper that crosses his or her desk.

○ almost never   ○ occasionally   ○ frequently   ○ very frequently   ○ almost always

7. Limits his or her working time to a certain number of hours each day, and no more.

○ almost never   ○ occasionally   ○ frequently   ○ very frequently   ○ almost always

8. Is highly organized.

○ almost never   ○ occasionally   ○ frequently   ○ very frequently   ○ almost always

9. Easily finds what he or she is looking for most of the time.

○ almost never   ○ occasionally   ○ frequently   ○ very frequently   ○ almost always

10. Sets aside time each day to re-schedule or re-prioritize.

○ almost never   ○ occasionally   ○ frequently   ○ very frequently   ○ almost always

11. Paces self so that targets or deadlines can be met.

○ almost never   ○ occasionally   ○ frequently   ○ very frequently   ○ almost always

12. Understands own limitations and others limitations.

○ almost never   ○ occasionally   ○ frequently   ○ very frequently   ○ almost always

Setting Goals and Standards

Setting Goals and Standards refers to an individual's ability to manage activities and projects using measurable goals and standards and working with others to set goals and standards to develop understanding and build commitment. This competency looks at one's ability to evaluate and prioritize goals, intentions, and action standards; eliminate barriers to the goal-setting process; evaluate goals against criteria and standards; and use goals to motivate.

13. Sets major personal goals once a year.

○ almost never ○ occasionally ○ frequently ○ very frequently ○ almost always

14. Demonstrates that dreams can become reality only if there is a clear path to achieve them.

○ almost never ○ occasionally ○ frequently ○ very frequently ○ almost always

15. Converts loose intentions to hard and tangible goals.

○ almost never ○ occasionally ○ frequently ○ very frequently ○ almost always

16. Looks for innovative ways to generate people's enthusiasm about targets and goals.

○ almost never ○ occasionally ○ frequently ○ very frequently ○ almost always

17. Sets standards and targets that are specific, action-oriented, and realistic.

○ almost never ○ occasionally ○ frequently ○ very frequently ○ almost always

18. Does not allow vague and aimless aspirations to prevail.

○ almost never ○ occasionally ○ frequently ○ very frequently ○ almost always

19. Sets a closer or easier target if the team seems to be "drifting."

○ almost never ○ occasionally ○ frequently ○ very frequently ○ almost always

20. Clearly defines how to get from A to B.

○ almost never ○ occasionally ○ frequently ○ very frequently ○ almost always

21. Keeps checking to make sure everyone is on the right track.

○ almost never ○ occasionally ○ frequently ○ very frequently ○ almost always

22. Matches broad directional goals with steps that can be taken immediately.

○ almost never ○ occasionally ○ frequently ○ very frequently ○ almost always

23. Stays focused and does not let people get sidetracked or distracted.

○ almost never ○ occasionally ○ frequently ○ very frequently ○ almost always

24. Can quickly get people to decide on one direction when there are competing alternatives.

○ almost never ○ occasionally ○ frequently ○ very frequently ○ almost always

Planning and Scheduling Work

Planning and Scheduling Work refers to an individual's ability to manage projects (one-time programs) and processes (ongoing workflow) by applying the major tools and techniques of management. This competency looks at one's ability to analyze complex tasks and break them into manageable units; select and manage resources appropriate to the tasks; use systems and techniques to plan and schedule work; and set checkpoints and controls for monitoring progress.

25. Lists all draft goals and looks for clashes, possible problems, and inconsistencies.

○ almost never ○ occasionally ○ frequently ○ very frequently ○ almost always

26. Talks to other people about overall targets and priorities before finalizing own priorities.

○ almost never ○ occasionally ○ frequently ○ very frequently ○ almost always

27. Carefully assesses the resources that are available to achieve a particular outcome.

○ almost never ○ occasionally ○ frequently ○ very frequently ○ almost always

28. Sets aside time on a regular basis to work on objectives.

○ almost never ○ occasionally ○ frequently ○ very frequently ○ almost always

29. Calculates how much time and effort will be necessary to achieve particular goals.

○ almost never ○ occasionally ○ frequently ○ very frequently ○ almost always

30. Evaluates where he or she needs help or what additional skills or experience he or she may need.

○ almost never ○ occasionally ○ frequently ○ very frequently ○ almost always

31. Assesses any shortfalls in personal ability to meet targets or deadlines.

○ almost never ○ occasionally ○ frequently ○ very frequently ○ almost always

32. Prioritizes his or her objectives from most to least important.

○ almost never ○ occasionally ○ frequently ○ very frequently ○ almost always

33. Obtains full commitment from those people who will help achieve goals.

○ almost never ○ occasionally ○ frequently ○ very frequently ○ almost always

34. Ensures that all of his or her objectives are balanced, coordinated, and aligned.

○ almost never ○ occasionally ○ frequently ○ very frequently ○ almost always

35. Translates his or her goals, targets, and organizational objectives into a simple written plan.

○ almost never ○ occasionally ○ frequently ○ very frequently ○ almost always

36. Estimates "lead" time that may be necessary to achieve each objective by the stated deadline.

○ almost never ○ occasionally ○ frequently ○ very frequently ○ almost always

Listening and Organizing

Listening and Organizing refers to an individual's ability to understand, organize, and analyze what is heard in order to make appropriate decisions about what to think and do in response to the message. This competency examines one's ability to identify and test inferences and assumptions; overcome barriers to effective listening; summarize and reorganize a message for recall; and withhold any judgment that can bias a response message.

37. Easily prevents his or her mind from wandering when another person is talking.

○ almost never ○ occasionally ○ frequently ○ very frequently ○ almost always

38. Likes to paraphrase what a speaker has said every so often.

○ almost never ○ occasionally ○ frequently ○ very frequently ○ almost always

39. Encourages/supports the speaker using non-verbal communication.

○ almost never ○ occasionally ○ frequently ○ very frequently ○ almost always

40. Gently questions the speaker about what is not fully understood.

○ almost never ○ occasionally ○ frequently ○ very frequently ○ almost always

41. Takes notes, if necessary, especially if the communication is long or complicated.

○ almost never ○ occasionally ○ frequently ○ very frequently ○ almost always

42. Helps the speaker by providing a summary if he/she loses their "train" of thought.

○ almost never ○ occasionally ○ frequently ○ very frequently ○ almost always

43. Asks questions to "tease out" as much information as possible.

○ almost never ○ occasionally ○ frequently ○ very frequently ○ almost always

44. Is a highly focused and patient listener.

○ almost never ○ occasionally ○ frequently ○ very frequently ○ almost always

45. Quickly clarifies anything that is not clear.

○ almost never ○ occasionally ○ frequently ○ very frequently ○ almost always

46. Is good at listening for the less obvious things that people often communicate.

○ almost never ○ occasionally ○ frequently ○ very frequently ○ almost always

47. Can quickly focus on the "here and now" when his or her mind has been elsewhere.

○ almost never ○ occasionally ○ frequently ○ very frequently ○ almost always

48. Uses careful questioning to keep misunderstandings to a minimum.

○ almost never ○ occasionally ○ frequently ○ very frequently ○ almost always

Giving Clear Information

Giving Clear Information refers to an individual's ability to assess a situation; determine the objectives; and give clear, concise, well-organized, and convincing messages that will best meet the objective. This competency examines one's ability to overcome physical, psychological, and semantic barriers when interacting with others; keep on target and avoid digressions; use persuasion effectively; and maintain a climate of mutual benefit and trust.

49. Communicates feelings as well as ideas and facts.

○ almost never ○ occasionally ○ frequently ○ very frequently ○ almost always

50. Uses multiple channels to get messages across to people.

○ almost never ○ occasionally ○ frequently ○ very frequently ○ almost always

51. Ensures his or her deeds match their words.

○ almost never ○ occasionally ○ frequently ○ very frequently ○ almost always

52. Can improve team spirit and morale through effective communication.

○ almost never ○ occasionally ○ frequently ○ very frequently ○ almost always

53. Able to get complicated ideas across clearly.

○ almost never ○ occasionally ○ frequently ○ very frequently ○ almost always

54. Delivers a message using a pace and style that is comfortable for others.

○ almost never ○ occasionally ○ frequently ○ very frequently ○ almost always

55. Says things in a variety of slightly different ways in order to reinforce the message.

○ almost never ○ occasionally ○ frequently ○ very frequently ○ almost always

56. Is highly conscious of the needs of the audience.

○ almost never ○ occasionally ○ frequently ○ very frequently ○ almost always

57. Changes and varies his or her communication style according to the situation.

○ almost never ○ occasionally ○ frequently ○ very frequently ○ almost always

58. Finds the "right" words for the circumstances.

○ almost never ○ occasionally ○ frequently ○ very frequently ○ almost always

59. Selects the most appropriate method to transmit his or her messages.

○ almost never ○ occasionally ○ frequently ○ very frequently ○ almost always

60. Avoids using jargon, "gobbledygook," and inappropriate language.

○ almost never ○ occasionally ○ frequently ○ very frequently ○ almost always

Getting Unbiased Information

Getting Unbiased Information refers to an individual's ability to use questions, probes, and interviewing techniques to obtain unbiased information, and then interpret it appropriately. This competency examines one's ability to use directive, non-directive, and reflective questions effectively; use probes to elicit additional information; recognize latent and manifest meaning; confirm understanding; and obtain agreement.

61. Avoids mentally dwelling for too long on a previous point made by the speaker.

○ almost never ○ occasionally ○ frequently ○ very frequently ○ almost always

62. Uses silence as a constructive listening tool.

○ almost never ○ occasionally ○ frequently ○ very frequently ○ almost always

63. Avoids guessing what is on the other person's mind until they have a complete picture.

○ almost never ○ occasionally ○ frequently ○ very frequently ○ almost always

64. Prioritizes the key message when the speaker communicates several points.

○ almost never ○ occasionally ○ frequently ○ very frequently ○ almost always

65. Regularly feeds back what was heard to test that his or her understanding is accurate.

○ almost never ○ occasionally ○ frequently ○ very frequently ○ almost always

66. Raises points or arguments previously made by the speaker that he or she has forgotten.

○ almost never ○ occasionally ○ frequently ○ very frequently ○ almost always

67. Tries to understand what the other person is feeling as well as what they are saying.

○ almost never ○ occasionally ○ frequently ○ very frequently ○ almost always

68. Uses different phrasing to ensure that their interpretation of what was said is correct.

○ almost never ○ occasionally ○ frequently ○ very frequently ○ almost always

69. Listens for the overall message or key theme behind the speaker's words.

○ almost never ○ occasionally ○ frequently ○ very frequently ○ almost always

70. Tries to close any conversation by reflecting back the major things discussed.

○ almost never ○ occasionally ○ frequently ○ very frequently ○ almost always

71. Confirms that he or she has understood the message properly by paraphrasing often.

○ almost never ○ occasionally ○ frequently ○ very frequently ○ almost always

72. At the end of the conversation, summarizes the main points that have been covered.

○ almost never ○ occasionally ○ frequently ○ very frequently ○ almost always

Training, Coaching and Delegating

Training, Coaching, and Delegating refers to an individual's ability to develop people; select the right people; reach agreement on plans for action; keep a balance between input and output; transfer responsibility to the employee; provide feedback effectively; and appropriately reward good performance.

73. Encourages people to look for new learning opportunities.

○ almost never ○ occasionally ○ frequently ○ very frequently ○ almost always

74. Avoids specifying exactly how something should be tackled or done.

○ almost never ○ occasionally ○ frequently ○ very frequently ○ almost always

75. Gently guides people, without imposing own views.

○ almost never ○ occasionally ○ frequently ○ very frequently ○ almost always

76. Looks for specific projects that can provide new challenges for people.

○ almost never ○ occasionally ○ frequently ○ very frequently ○ almost always

77. Does not feel threatened when giving their delegated authority to others.

○ almost never ○ occasionally ○ frequently ○ very frequently ○ almost always

78. Supports people who make minor mistakes in trying something different.

○ almost never ○ occasionally ○ frequently ○ very frequently ○ almost always

79. Avoids any kind of criticism or punishment when people try their best.

○ almost never ○ occasionally ○ frequently ○ very frequently ○ almost always

80. Invites people to take as much responsibility as they think they can handle.

○ almost never ○ occasionally ○ frequently ○ very frequently ○ almost always

81. Avoids jumping in too quickly, even when people make mistakes.

○ almost never ○ occasionally ○ frequently ○ very frequently ○ almost always

82. Offers broad direction on a task and lets people design their own approach.

○ almost never ○ occasionally ○ frequently ○ very frequently ○ almost always

83. Asks people to make suggestions and generate ideas of their own.

○ almost never ○ occasionally ○ frequently ○ very frequently ○ almost always

84. Rewards individuals when they push or stretch their own personal boundaries or limitations.

○ almost never ○ occasionally ○ frequently ○ very frequently ○ almost always

Appraising People and Performance

Appraising People and Performance refers to an individual's ability to carry out a constructive performance appraisal by providing ongoing feedback, jointly evaluating past performance, coming to agreement on future expectations, and developing a plan to see that these expectations are met.

85. Sets clear, specific, and concise goals for self and/or others.

○ almost never   ○ occasionally   ○ frequently   ○ very frequently   ○ almost always

86. Agrees to appropriate milestone points when tasks will be discussed.

○ almost never   ○ occasionally   ○ frequently   ○ very frequently   ○ almost always

87. Develops appropriately relevant and effective measures for each objective.

○ almost never   ○ occasionally   ○ frequently   ○ very frequently   ○ almost always

88. Engages in progressive performance discussions to prevent end-of-year surprises.

○ almost never   ○ occasionally   ○ frequently   ○ very frequently   ○ almost always

89. Fully understands how own and others' performance will be assessed.

○ almost never   ○ occasionally   ○ frequently   ○ very frequently   ○ almost always

90. Ensures that performance appraisal is honestly and fairly carried out within the team.

○ almost never   ○ occasionally   ○ frequently   ○ very frequently   ○ almost always

91. Does not accept poor or mediocre performance from anyone.

○ almost never   ○ occasionally   ○ frequently   ○ very frequently   ○ almost always

92. Makes sure that performance shortfalls are quickly recognized and acted upon.

○ almost never   ○ occasionally   ○ frequently   ○ very frequently   ○ almost always

93. Tries to ensure consistency when measuring overall performance.

○ almost never   ○ occasionally   ○ frequently   ○ very frequently   ○ almost always

94. Identifies performance indicators that might apply more accurately, where necessary.

○ almost never   ○ occasionally   ○ frequently   ○ very frequently   ○ almost always

95. Openly recognizes and applauds the performance successes of others.

○ almost never   ○ occasionally   ○ frequently   ○ very frequently   ○ almost always

96. Demonstrates that outstanding individual or group performance is appreciated and/or rewarded.

○ almost never   ○ occasionally   ○ frequently   ○ very frequently   ○ almost always

Counseling and Disciplining

Counseling and Disciplining refers to an individual's ability to counsel and discipline in a positive manner to restore the employee's performance to an accepted standard or norm without any loss of "face" (i.e., respect, trust). This competency examines one's ability to get the employee to accept responsibility for correcting a deviation within an agreed-upon time frame, and reinforce the employee's behavior when it results in improved performance (or taking the appropriate action if no improvement occurs).

97. Sets clear expectations about goals and targets.

○ almost never ○ occasionally ○ frequently ○ very frequently ○ almost always

98. Carefully checks for understanding when performance targets have been set.

○ almost never ○ occasionally ○ frequently ○ very frequently ○ almost always

99. Clearly describes the specific behavior that is expected of people.

○ almost never ○ occasionally ○ frequently ○ very frequently ○ almost always

100. Is quick to spot performance slippage and bring it to the individual's attention.

○ almost never ○ occasionally ○ frequently ○ very frequently ○ almost always

101. Applies fair and consistent performance standards.

○ almost never ○ occasionally ○ frequently ○ very frequently ○ almost always

102. Works with people to discover why performance "gaps" exist and what can be done to close them.

○ almost never ○ occasionally ○ frequently ○ very frequently ○ almost always

103. Makes sure that employees accept full responsibility for closing any performance gaps.

○ almost never ○ occasionally ○ frequently ○ very frequently ○ almost always

104. Offers direct and genuine assistance to individuals needing performance support.

○ almost never ○ occasionally ○ frequently ○ very frequently ○ almost always

105. Works with under-performing individuals to set improvement targets and milestones.

○ almost never ○ occasionally ○ frequently ○ very frequently ○ almost always

106. Monitors performance consistently and intervenes quickly when necessary.

○ almost never ○ occasionally ○ frequently ○ very frequently ○ almost always

107. Sticks to the facts when engaging in counseling or disciplinary conversations.

○ almost never ○ occasionally ○ frequently ○ very frequently ○ almost always

108. Applies any necessary discipline in a fair and calm manner.

○ almost never ○ occasionally ○ frequently ○ very frequently ○ almost always

Identifying and Solving Problems

Identifying and Solving Problems refers to an individual's ability to identify barriers that interfere with the achievement of goals and apply a systematic set of procedures to eliminate or reduce the causes. This competency examines one's ability to distinguish between symptoms and problems; collect and weigh evidence relating to causes; and implement the most appropriate course(s) of action.

109. Does not accept data or opinions without clarifying the source.

○ almost never   ○ occasionally   ○ frequently   ○ very frequently   ○ almost always

110. Willingly admits to a lack of understanding or information.

○ almost never   ○ occasionally   ○ frequently   ○ very frequently   ○ almost always

111. Successfully sequences events or issues where appropriate.

○ almost never   ○ occasionally   ○ frequently   ○ very frequently   ○ almost always

112. Quickly separates cause from effect.

○ almost never   ○ occasionally   ○ frequently   ○ very frequently   ○ almost always

113. Asks what "end" or purpose is being sought.

○ almost never   ○ occasionally   ○ frequently   ○ very frequently   ○ almost always

114. Separates "assumptions" from "hard evidence" when gathering information.

○ almost never   ○ occasionally   ○ frequently   ○ very frequently   ○ almost always

115. Carefully specifies exactly what problem is to be solved.

○ almost never   ○ occasionally   ○ frequently   ○ very frequently   ○ almost always

116. Categorizes information into groups with similar qualities or attributes.

○ almost never   ○ occasionally   ○ frequently   ○ very frequently   ○ almost always

117. Seeks all the relevant information, not just what is presented.

○ almost never   ○ occasionally   ○ frequently   ○ very frequently   ○ almost always

118. Checks sources or information of apparent evidence for reliability.

○ almost never   ○ occasionally   ○ frequently   ○ very frequently   ○ almost always

119. Tabulates complex data or information when there are several variables.

○ almost never   ○ occasionally   ○ frequently   ○ very frequently   ○ almost always

120. Carefully looks for gaps in the information that has been collected.

○ almost never   ○ occasionally   ○ frequently   ○ very frequently   ○ almost always

Making Decisions and Weighing Risk

Making Decisions and Weighing Risk refers to an individual's ability to systematically examine options; identify limits, outcomes, and risks to be considered; assign weights to each possible alternative; and select the option that best meets the desired goals and standards.

121. Thinks about the likelihood and consequences of own decisions, where appropriate.

○ almost never   ○ occasionally   ○ frequently   ○ very frequently   ○ almost always

122. Tests suggested solutions to see whether or not they will work.

○ almost never   ○ occasionally   ○ frequently   ○ very frequently   ○ almost always

123. Asks penetrating questions in order to evaluate possible courses of actions.

○ almost never   ○ occasionally   ○ frequently   ○ very frequently   ○ almost always

124. Looks at the "sensitivity" of each major decision.

○ almost never   ○ occasionally   ○ frequently   ○ very frequently   ○ almost always

125. Actively determines the intrinsic "worth" of a particular solution.

○ almost never   ○ occasionally   ○ frequently   ○ very frequently   ○ almost always

126. Prioritizes the importance or urgency of one opinion versus another.

○ almost never   ○ occasionally   ○ frequently   ○ very frequently   ○ almost always

127. Uses modeling tools to determine risk levels.

○ almost never   ○ occasionally   ○ frequently   ○ very frequently   ○ almost always

128. Uses "worst case" scenario planning where necessary and appropriate.

○ almost never   ○ occasionally   ○ frequently   ○ very frequently   ○ almost always

129. Has a back-up or contingency plan whenever specific solution risks are high.

○ almost never   ○ occasionally   ○ frequently   ○ very frequently   ○ almost always

130. Quantifies the influence that significant decisions are likely to have.

○ almost never   ○ occasionally   ○ frequently   ○ very frequently   ○ almost always

131. Avoids guessing at the risk of failure.

○ almost never   ○ occasionally   ○ frequently   ○ very frequently   ○ almost always

132. Treats own preferred solutions as "provisional" until all consequences have been identified and considered.

○ almost never   ○ occasionally   ○ frequently   ○ very frequently   ○ almost always

Thinking Clearly and Analytically

Thinking Clearly and Analytically refers to an individual's ability to apply logic and think analytically in order to effectively interpret situations and information before deciding what actions to take. This competency examines one's ability to identify valid premises and draw logical conclusions from them; separate fact from inference and assumption; use inductive and deductive logic effectively; and recognize fallacies, false premises, and generalizations that are based on insufficient evidence.

133. Is inquisitive.

○ almost never ○ occasionally ○ frequently ○ very frequently ○ almost always

134. Suspends judgment until thoughts and data have been fully collected and organized.

○ almost never ○ occasionally ○ frequently ○ very frequently ○ almost always

135. Tries to eliminate bias and prejudice.

○ almost never ○ occasionally ○ frequently ○ very frequently ○ almost always

136. Takes reflection time to adjust own thinking and increase understanding.

○ almost never ○ occasionally ○ frequently ○ very frequently ○ almost always

137. Demonstrates that "truth" can come out of open dialogue with people.

○ almost never ○ occasionally ○ frequently ○ very frequently ○ almost always

138. Is openly willing to hear very different, divergent views.

○ almost never ○ occasionally ○ frequently ○ very frequently ○ almost always

139. Is curious and eager to acquire knowledge.

○ almost never ○ occasionally ○ frequently ○ very frequently ○ almost always

140. Spends time quietly thinking and reflecting.

○ almost never ○ occasionally ○ frequently ○ very frequently ○ almost always

141. Anticipates the consequences of own thoughts and decisions.

○ almost never ○ occasionally ○ frequently ○ very frequently ○ almost always

142. Challenges conventional wisdom.

○ almost never ○ occasionally ○ frequently ○ very frequently ○ almost always

143. Trusts own reasoning ability in all circumstances.

○ almost never ○ occasionally ○ frequently ○ very frequently ○ almost always

144. Is good at determining relevance.

○ almost never ○ occasionally ○ frequently ○ very frequently ○ almost always