

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

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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

Working Relationships

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.

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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.

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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.

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