

Communication

1 = I strongly disagree; 2 = I somewhat disagree; 3 = I somewhat agree; 4 = I strongly agree

| STATEMENTS | RATING |
|--|--------|
| I communicate transparently, stating clearly, what I want to express. | |
| I can change my viewpoint based on the valid opinion of others. | |
| I tailor my message to suit the person(s) I am talking too. | |
| I find it easy to listen to what other people have to say without interrupting. | |
| When someone is talking to me, I think about what I am going to say next to make sure I get my point across correctly. | |
| The visuals in my presentation match well with the information I am communicating. | |
| To prepare for my presentation, I think carefully about the message I want to send. | |
| I use organizational patterns (specific introduction and conclusion, sequenced material within the body, and transitions), so that my communication is as clear as possible. | |
| I pay attention to my non-verbal behaviour, like facial expressions and eye contact, to make sure I stay engaged with the audience. | |
| I encourage my audience to ask questions at the end of the presentation. | |
| When talking to people, I pay attention to their body language. | |
| When I set up a meeting, I try to reduce the risk of conflicts. | |
| I consider cultural barriers when planning my communications. | |
| Before I communicate, I think about what the person needs to know, and how best to convey it. | |
| When I write a memo, email, or other document, I give all of the background information and detail I can to make sure that my message is understood. | |
| I use appropriate, relevant, and compelling content to illustrate a subject. | |
| I use high quality, credible, relevant sources to develop ideas that are appropriate for the discipline and genre of the writing. | |
| SKILL IMPORTANCE | |

1 = Not important; 2 = Not so important; 3 = Important; 4 = Very important

Teamwork

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| STATEMENTS | RATING |
|--|--------|
| I listen carefully to what the other team members have to say. | |
| I encourage quiet group members to contribute. | |
| I am willing to compromise my own view to obtain a group consensus. | |
| I use humour to remove stresses in groups in which I work. | |
| I try hard to keep up the group's energy level. | |
| I try to keep relations between group members harmonious. | |
| I use dispassionate, critical analysis to make decisions. | |
| I can use a wide range of team processes (brainstorming, structured organization, meetings, etc.) effectively. | |
| I elaborate on what others have said. | |
| I don't allow the group to over-run the time limit for the task. | |
| I suggest new ways of looking at problems. | |
| In meetings, I take on the role of moderator/facilitator when necessary. | |
| I help my team reach a better understanding of the issue or reach consensus. | |
| I introduce new ideas to groups in which I work. | |
| I am an optimist who tends to look on the positive side. | |
| I make sure all possibilities are explored. | |
| I have an understanding that teamwork involves individuals co-operating and collaborating to maximise outcomes in achieving a shared goal. | |
| I help others to find compromises between differing viewpoints. | |
| I am a well-organised person who is good at keeping to deadlines. | |
| I support and praise other team members. | |
| I clarify other people's contributions. | |
| SKILL IMPORTANCE | |

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Conflict Management

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| STATEMENTS | RATING |
|--|--------|
| I act calmly in pressured situations. | |
| I treat my team members with respect. | |
| I never speak about other people behind their backs. | |
| I welcome suggestions for improvements from my team. | |
| I understand that teamwork requires effectively managing and negotiating group dynamics inherent in teamwork. | |
| I am aware of the link between personality and conflict management style. | |
| I explore issues with others so as to find solutions that meet everyone's needs. | |
| I evaluate and apply diverse perspectives in front of multiple and conflicting positions (i.e. cultural, disciplinary, and ethical.) | |
| Resolving interpersonal conflict is an activity that I enjoy. | |
| I often make slight modifications in my goals to meet other people's needs. | |
| When a conflict arises, I am usually willing to adjust my priorities to reach a resolution. | |
| During a conflict, I try to find some compromise. | |
| When there is a disagreement, I gather as much information as I can and keep the lines of communication open. | |
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Negotiation

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| STATEMENTS | RATING |
|--|--------|
| If something needs to be negotiated, I'll immediately step forward to do it. | |
| I come up with a plan so that I can steer the negotiation to go my way. | |
| I'll do things so that both of us can get what we want from the negotiation. | |
| I do things expressly to make sure that the negotiation stays friendly and comfortable. | |
| I'll go out of my way to make sure that the outcome for the other person is fair. | |
| I'll make sure that both of our needs are understood so that both of us can come out on top. | |
| If the other person compromises his/her position; I will compromise my position in return. | |
| I'll try to see things from the other person's viewpoint and be considerate of their needs. | |
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Leadership

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| STATEMENTS | RATING |
|--|--------|
| I can explain how leadership works and is understood in organizations. | |
| I can identify my strengths and development needs. | |
| I am highly motivated because I know I have what it takes to be successful. | |
| I have a vision for where I am headed. | |
| I have a vision for the legacy I want to leave. | |
| I can describe important qualities and behaviours of effective leaders. | |
| I tell stories about the key people and events that have shaped my values. | |
| I know that different situations require different leadership styles. | |
| I can adjust my style to match the situation. | |
| I am able to delineate and maintain boundaries between the different parts of my life. | |
| I communicate with people important to me (both in work and family contexts) about expectations we have of each other, and I make sure these expectations are clear. | |
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Adaptability and Flexibility

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| STATEMENTS | RATING |
|--|--------|
| I am willing to question old habits and innovate in managing life's demands. | |
| I can identify the nature of change. | |
| I look for opportunities to encourage others to learn new ways of doing things. | |
| I challenge traditional assumptions about how things are done, experimenting to make things better whenever possible. (Total Leadership) | |
| I can identify and analyse diverse aspects of a situation that are important to achieve a specific goals and to estimate how and to what extend these aspects have to be adapted due to changes. | |
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Problem Solving

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| STATEMENTS | RATING |
|--|--------|
| I can identify and analyse problems in difficult situations and make a justifiable evaluation. | |
| I see problems, complaints, and bottlenecks as opportunities rather than as issues. | |
| I find ideas and look for alternative solutions. | |
| When gathering information about an issue, I explore solutions that have worked elsewhere in the past. | |
| I make conclusions based on valid proof. | |
| I formulate ideas of a concept as a result of the reading, researching, discussing and brainstorming in highly specific, subject-focused work. | |
| When solving a problem, I try to rethink my current understanding of an issue to develop a deeper insight into it. | |
| I gather information from a wide variety of sources to stay current with what's happening in my field of work. | |
| I always look for the causes of problems, so that I can understand what's really going on. | |
| I give proof and/or counterexamples. | |
| I integrate alternate, divergent, or contradictory perspectives or ideas fully. | |
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