

# MODULE 9: Introduction to Competencies

Personal Skills Inventory	
1	Administrative Skills
2	Flexibility
3	Problem Solving Ability
4	Leadership
5	Self-Management
6	Personal Accountability
7	Decision Making
8	Understanding & Evaluating Others
9	Conflict Management/Resolving
10	Conceptual Thinking
11	Customer Focus
12	Goal Achievement
13	Resilience
14	Conflict Management
15	Optimism & Self
16	Emotional Learning
17	Intuition
18	Creativity
19	Productivity
20	Team Collaboration
21	Resilience
22	Personal & Professional

## 25 Job-Related Soft Skills

- **Measures skills you've developed** – throughout your life and career
- **Measures what you've been recognized for** – and what you haven't been recognized for
- **Well developed skills** – probably been good at that for a long time or since a young age
- **We tend to do what we're good at** – we gravitate toward our top skills even if they aren't required by the job



## Development Indicator

- **Ranking** is based on where the person scores compared to the mainstream – not their score
- Most people will have a **mix** of all four development categories
- Most people will have about 5 to 7 **Well-Developed Skills**
- Most will have 14 to 16 skills that fall in the **Well-Developed and Developed** range
- Most people will have at least a few **Not Developed** skills

Personal Skills Ranking	
1	Interpersonal Skills
2	Presenting
3	Flexibility
4	Problem Solving Ability
5	Leadership
6	Self-Management
7	Personal Accountability
8	Decision Making
9	Understanding & Evaluating Others
10	Employee Development/Coaching
11	Conceptual Thinking
12	Customer Focus
13	Goal Achievement
14	Resiliency
15	Conflict Management
16	Diplomacy & Tact
17	Continuous Learning
18	Persuasion
19	Empathy
20	Creativity
21	Futuristic Thinking
22	Teamwork
23	Written Communication
24	Negotiation
25	Planning & Organizing

**Well Developed**

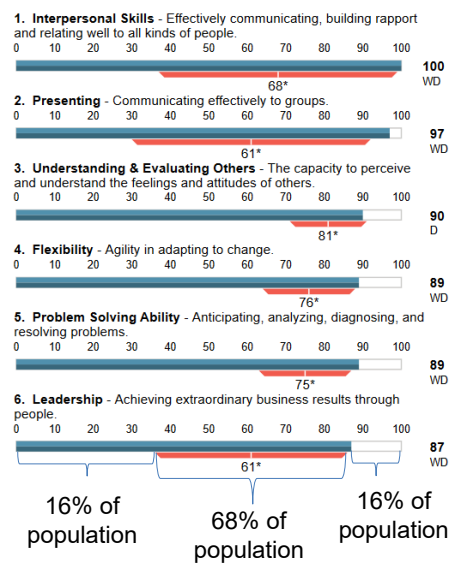
**Developed**

**Somewhat Developed**

**Not Developed**

## Competencies Hierarchy

- **Hierarchy** is where the 25 skills are listed by score.
- If **17 of the 25** are at or above the mean (Well-Developed or Developed), it typically indicates a top performer or possibly an inflated sense of self.
- If **less than 12** are at or above the mean (Well-Developed or Developed), it can indicate: (see next slide)



## Reasons for Underrated Competencies

- 1) They are lacking in their skillset and need development
- 2) They are newer to the workforce or returning after some time away
- 3) They have highly-developed hard skills (i.e. in non-glamorous industries)
- 4) They work independently and don't get much feedback on their performance
- 5) They are humble and underestimate themselves and their abilities
- 6) They are a "hard-grader" (never will give themselves a 5 out of 5)

*\*For these reasons, we rarely share competency scores within a group. These are best reviewed with each individual.*

## Level of Difficulty

Conflict Management	Addressing and resolving conflict constructively.
Conceptual Thinking	The ability to analyze hypothetical situations or abstract concepts to compile insight.
Continuous Learning	Taking initiative to regularly learn new concepts, technologies and/or methods.
Creativity	Adapting traditional or devising new approaches, concepts, methods, models, designs, processes, technologies and/or systems.
Customer Focus	A commitment to customer satisfaction.
Decision Making	Utilizing effective processes to make decisions.
Diplomacy & Tact	The ability to treat others fairly, regardless of personal biases or beliefs.
Empathy	Identifying with and caring about others
Employee Development/Coaching	Facilitating and supporting the professional growth of others.
Flexibility	Agility in adapting to change
Futuristic Thinking	Imagining, envisioning, projecting and/or predicting what has not yet been realized.
Goal Achievement	The ability to identify and prioritize activities that lead to a goal.
Interpersonal Skills	Effectively communicating, building rapport and relating well to all kinds of people.
Leadership	Achieving extraordinary business results through people.
Negotiation	Facilitating agreements between two or more parties.
Personal Accountability	A measure of the capacity to be answerable for personal actions.
Persuasion	Convincing others to change the way they think, believe or behave.
Planning/Organizing	Utilizing logical, systematic and orderly procedures to meet objectives.
Presenting	Communicating effectively to groups.
Problem Solving Ability	Anticipating, analyzing, diagnosing, and resolving problems.
Resiliency	The ability to quickly recover from adversity.
Self Management	Demonstrating self control and an ability to manage time and priorities.
Teamwork	Working effectively and productively with others.
Understanding & Evaluating Others	The capacity to perceive and understand the feelings and attitudes of others.
Written Communication	Writing clearly, succinctly and understandably.

**Ease of Changing**

easy

moderate

difficult

## Competency Clusters

- **Trifecta** – Personal Accountability, Goal Achievement, Self-Management
- **Personal Management Skills** – Personal Accountability, Self-Management, Flexibility, Resiliency, Goal Achievement
- **Management of Others Skills** – Understanding and Evaluating Others, Employee/Development Coaching, Interpersonal Skills, Diplomacy & Tact

<b>Thinking Skills (T)</b>	Conceptual Thinking Continuous Learning Creativity Decision Making Futuristic Thinking Problem Solving Ability
<b>People Skills (P)</b>	Conflict Management Customer Focus Diplomacy & Tact Empathy Employee Dev/Coaching Interpersonal Skills Leadership Negotiation Persuasion Teamwork Understanding & Eval Others
<b>Doing Skills (D)</b>	Flexibility Goal Achievement Personal Accountability Planning/Organizing Presenting Resiliency Self-Management Written Communication

## Competency Clusters



P	Conflict Management
T	Conceptual Thinking
T	Continuous Learning
T	Creativity
P	Customer Focus
T	Decision Making
P	Diplomacy & Tact
P	Empathy
P	Employee Development/Coaching
D	Flexibility
T	Futuristic Thinking
D	Goal Achievement
P	Interpersonal Skills
P	Leadership
P	Negotiation
D	Personal Accountability
P	Persuasion
D	Planning/Organizing
D	Presenting
T	Problem Solving Ability
D	Resiliency
D	Self-Management
P	Teamwork
P	Understanding & Evaluating Others
D	Written Communication

## Competency Correlations

LEADERSHIP	Easy	Difficult	NEGOTIATION	Easy	Difficult
	Individualistic	Low Individualistic		Individualistic	
	Low Aesthetic	Aesthetic		Utilitarian	
	Utilitarian			Low Aesthetic	
	Dominance			Dominance	
	Influence			Influence	

EMP DEV	Easy	Difficult	CONF MGT	Easy	Difficult
	Individualistic	Low Individualistic		Individualistic	Low Individualistic
	Low Aesthetic	Aesthetic		Low Aesthetic	Aesthetic
		Steadiness	Dominance	Steadiness	

TEAMWORK	Easy	Difficult	FLEXIBILITY	Easy	Difficult
	Influence	None		Social	Low Social
		"Entrepreneurs"		Dominance	Steadiness
			Influence	Compliance	

## Competency Correlations

GOAL ORNT	Easy	Difficult	SELF MGT	Easy	Difficult
	Individualistic	Low Individualistic		Compliance	None
	Low Aesthetic	Aesthetic			

PLN & ORG	Easy	Difficult	APPR OTHR	Easy	Difficult
	Compliance	Influence		Social	Low Social
		Dominance		Low Utilitarian	Utilitarian

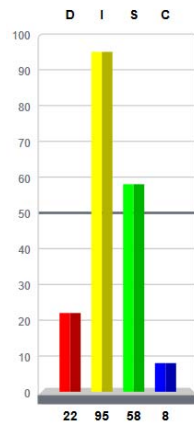
  

PERS ACCT	Easy	Difficult	CONT LRN	Easy	Difficult
	Individualistic	Low Individualistic		Theoretical	Low Theoretical
	Low Aesthetic	Aesthetic			
	Utilitarian	Low Utilitarian			
	Dominance	Steadiness			
	Compliance				

# How They Come Together

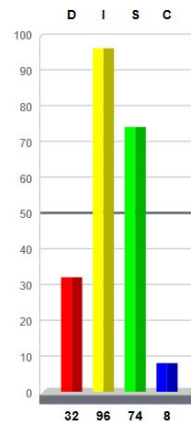
Adapted Style

Graph I



Natural Style

Graph II



# How They Come Together

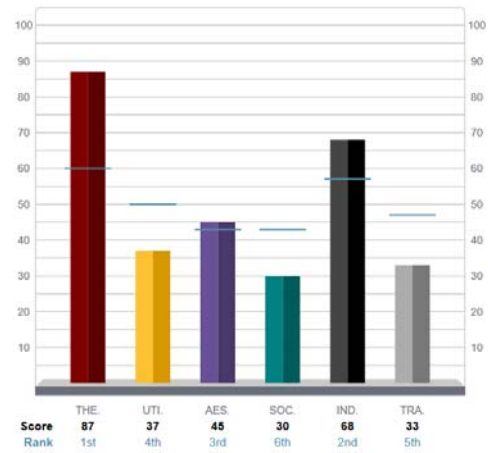
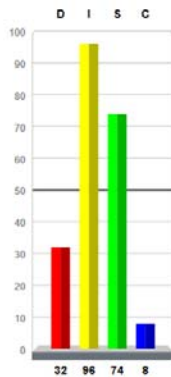
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Graph I

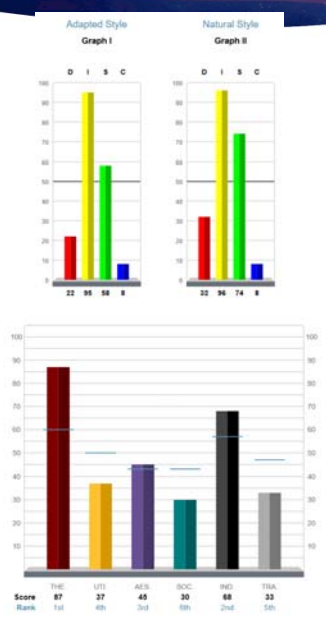


Natural Style

Graph II



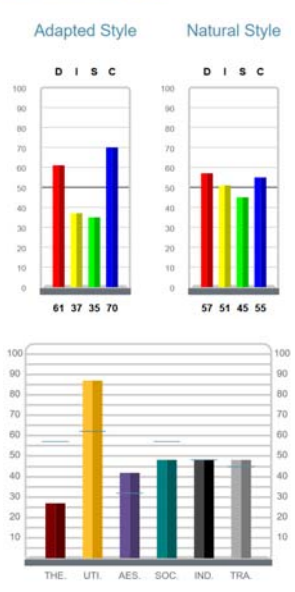
# How They Come Together



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25	Planning & Organizing

# Graph Debriefing

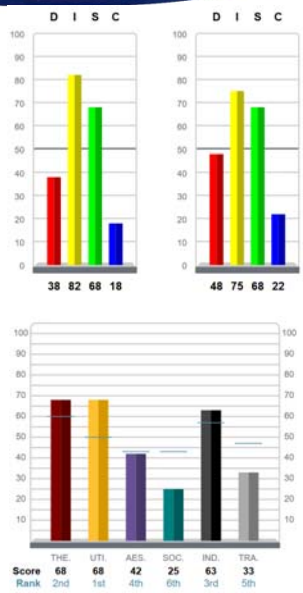
- This is a business owner who is having interpersonal conflicts at work and at home.
- They have asked you for feedback and advice. What would you tell them?



Personal Skills Ranking	
1	Planning & Organizing
2	Goal Achievement
3	Resiliency
4	Self-Management
5	Written Communication
6	Personal Accountability
7	Problem Solving Ability
8	Conceptual Thinking
9	Customer Focus
10	Presenting
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25	Futuristic Thinking

# Graph Debriefing

- Eric is looking for career advice.
- Based on what you see, how would you guide him?



Personal Skills Ranking	
1	Negotiation
2	Understanding & Evaluating Others
3	Flexibility
4	Conceptual Thinking
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6	Interpersonal Skills
7	Problem Solving Ability
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# Group Debriefing

Personal Skills Ranking	
1	Employee Development/Coaching
2	Futuristic Thinking
3	Teamwork
4	Goal Achievement
5	Presenting
6	Customer Focus
7	Leadership
8	Conflict Management
9	Negotiation
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11	Resiliency
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17	Personal Accountability
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21	Creativity
22	Empathy
23	Problem Solving Ability
24	Understanding & Evaluating Others
25	Interpersonal Skills

Personal Skills Ranking	
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3	Goal Achievement
4	Presenting
5	Creativity
6	Persuasion
7	Empathy
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