

Name:		Position:	Date:
CORE COMPETENCIES			
Competencies	SKILLED	UNSKILLED	
Composure	<input type="checkbox"/> Is cool under pressure <input type="checkbox"/> Does not become defensive or irritated when times are tough <input type="checkbox"/> Is considered mature <input type="checkbox"/> Can be counted on to hold things together during tough times <input type="checkbox"/> Can handle stress <input type="checkbox"/> Is not knocked off balance by the unexpected <input type="checkbox"/> Doesn't show frustration when resisted or blocked <input type="checkbox"/> Is a settling influence in a crisis	<input type="checkbox"/> Gets rattled and loses cool under pressure and stress <input type="checkbox"/> May blow up, say things he/she shouldn't <input type="checkbox"/> Gets easily overwhelmed and becomes emotional, defensive or withdrawn <input type="checkbox"/> May be defensive and sensitive to criticism <input type="checkbox"/> May be cynical or moody <input type="checkbox"/> May be knocked off balance by surprises and get easily rattled <input type="checkbox"/> May contribute to others losing composure or being unsettled <input type="checkbox"/> May let anger, frustration and anxiety show	
Customer focus	<input type="checkbox"/> Is dedicated to meeting the expectations and requirements of internal and external customers <input type="checkbox"/> Gets first-hand customer information and uses it for improvements in products and services <input type="checkbox"/> Acts with customers in mind <input type="checkbox"/> Establishes and maintains effective relationships with customers and gains their trust and respect	<input type="checkbox"/> Doesn't think of the customer first <input type="checkbox"/> May think he/she already knows what they need <input type="checkbox"/> May focus on internal operations and get blindsided by customer problems <input type="checkbox"/> May not make the first move – won't meet and get to know customers <input type="checkbox"/> Uncomfortable with new people contacts <input type="checkbox"/> May be unwilling to handle criticisms, complaints, and special requests <input type="checkbox"/> May not listen well to customers, may be defensive <input type="checkbox"/> May not make the time for customer contact	
Dealing with ambiguity	<input type="checkbox"/> Can effectively cope with change <input type="checkbox"/> Can shift gears comfortably <input type="checkbox"/> Can decide and act without having the total picture <input type="checkbox"/> Isn't upset when things are up in the air <input type="checkbox"/> Doesn't have to finish things before moving on <input type="checkbox"/> Can comfortably handle risk and uncertainty	<input type="checkbox"/> Not comfortable with change or uncertainly <input type="checkbox"/> May not do well on fuzzy problems with no clear solution or outcome <input type="checkbox"/> May prefer more data than others, and structure over uncertainty <input type="checkbox"/> Prefers things tacked down and sure <input type="checkbox"/> Less efficient and productive under ambiguity <input type="checkbox"/> Too quick to close <input type="checkbox"/> May have a strong need to finish everything <input type="checkbox"/> May like to do things the same way time after time	
Process management	<input type="checkbox"/> Good at figuring out the processes necessary to get things done <input type="checkbox"/> Knows how to organize people and activities <input type="checkbox"/> Understands how to separate and combine tasks into efficient work flow <input type="checkbox"/> Knows what to measure and how to measure it <input type="checkbox"/> Can see opportunities for synergy and integration where others can't <input type="checkbox"/> Can simplify complex processes <input type="checkbox"/> Gets more out of fewer resources	<input type="checkbox"/> Not good at figuring out effective and efficient ways to get things done <input type="checkbox"/> Works in a disorganized fashion <input type="checkbox"/> Doesn't take advantage of opportunities for synergy and efficiency with others <input type="checkbox"/> Can't visualize effective processes in his/her head <input type="checkbox"/> Lays out tasks for self and others in a helter skelter way <input type="checkbox"/> Doesn't work to simplify things <input type="checkbox"/> Uses more resources than others to get the same thing done <input type="checkbox"/> Lacks attention to detail <input type="checkbox"/> Doesn't anticipate the problems that will arise; not a systemic thinker	

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LEVEL 1 COMPETENCIES			
Competencies	SKILLED	UNSKILLED	
Action oriented	<input type="checkbox"/> Enjoys working hard <input type="checkbox"/> Is action oriented and full of energy for the things he/she sees as challenging <input type="checkbox"/> Not fearful of acting with a minimum of planning <input type="checkbox"/> Seizes more opportunities than others	<input type="checkbox"/> Slow to act on an opportunity <input type="checkbox"/> May be overly methodical, a perfectionist, or risk averse <input type="checkbox"/> May procrastinate <input type="checkbox"/> May not set very challenging goals <input type="checkbox"/> May lack confidence to act <input type="checkbox"/> May know what to do but hesitates to do it <input type="checkbox"/> May not be motivated; may be bored with the work or burned out	
Approachability	<input type="checkbox"/> Is easy to approach and talk to <input type="checkbox"/> Spends the extra effort to put others at ease <input type="checkbox"/> Can be warm, pleasant, and gracious <input type="checkbox"/> Is sensitive to and patient with the interpersonal anxieties of others <input type="checkbox"/> Builds rapport well <input type="checkbox"/> Is a good listener <input type="checkbox"/> Is an early knower, getting informal and incomplete information in time to do something about it	<input type="checkbox"/> Distant, not easy to be around <input type="checkbox"/> Not comfortable with first contacts <input type="checkbox"/> May be shy, cool or a person of few words <input type="checkbox"/> Doesn't reveal much, hard to know what he/she is really like <input type="checkbox"/> Doesn't build rapport, may be a "let's get on with it" type <input type="checkbox"/> May be a poor listener or appear uninterested <input type="checkbox"/> May not pick up on social cues that others would recognize <input type="checkbox"/> May be tense <input type="checkbox"/> Transactions don't go smoothly	
Learning on the fly	<input type="checkbox"/> Learns quickly when facing new problems <input type="checkbox"/> A relentless and versatile learner <input type="checkbox"/> Open to change <input type="checkbox"/> Analyses both successes and failures for clues to improvement <input type="checkbox"/> Experiments and will try anything to find solutions <input type="checkbox"/> Enjoys the challenge of unfamiliar tasks <input type="checkbox"/> Quickly grasps the essence and the underlying structure of anything	<input type="checkbox"/> Not agile or versatile in learning to deal with first time or unusual problems <input type="checkbox"/> May not analyze problems carefully or search for multiple clues and parallels <input type="checkbox"/> May be afraid to take a chance on the unknown <input type="checkbox"/> Learns new things slowly <input type="checkbox"/> May be stuck in historical, tried and true methods, uncomfortable with ambiguity and quick to jump to a solution <input type="checkbox"/> Doesn't look under rocks, just sticks to the obvious <input type="checkbox"/> Looks for the simplest explanation too soon <input type="checkbox"/> Gives up too soon and accepts a marginal solution <input type="checkbox"/> Functions on the surface, doesn't go deep	
Problem solving	<input type="checkbox"/> Uses rigorous logic and methods to solve difficult problems with effective solutions <input type="checkbox"/> Probes all fruitful sources for answers <input type="checkbox"/> Can see hidden problems <input type="checkbox"/> Is excellent at honest analysis; looks beyond the obvious and doesn't stop at the first answers	<input type="checkbox"/> Not a disciplined problem solver; may be stuck in the past, wed to what worked before <input type="checkbox"/> Many times has to come back and rework the problem a second time <input type="checkbox"/> May be a fire-ready-aim type <input type="checkbox"/> May get impatient and jump to conclusions too soon <input type="checkbox"/> May not stop to define and analyze the problem; doesn't look under rocks <input type="checkbox"/> May have a set bag of tricks and pull unfit solutions from it <input type="checkbox"/> May miss the complexity of the issue and force fit it to what he/she is most comfortable with <input type="checkbox"/> Unlikely to come up with the second and better solution, ask penetrating questions, or see hidden patterns	

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LEVEL 2 COMPETENCIES			
Competencies	SKILLED	UNSKILLED	
Approachability	<input type="checkbox"/> Is easy to approach and talk to <input type="checkbox"/> Spends the extra effort to put others at ease <input type="checkbox"/> Can be warm, pleasant, and gracious <input type="checkbox"/> Is sensitive to and patient with the interpersonal anxieties of others <input type="checkbox"/> Builds rapport well <input type="checkbox"/> Is a good listener <input type="checkbox"/> Is an early knower, getting informal and incomplete information in time to do something about it	<input type="checkbox"/> Distant, not easy to be around <input type="checkbox"/> Not comfortable with first contacts <input type="checkbox"/> May be shy, cool or a person of few words <input type="checkbox"/> Doesn't reveal much, hard to know what he/she is really like <input type="checkbox"/> Doesn't build rapport, may be a "let's get on with it" type <input type="checkbox"/> May be a poor listener or appear uninterested <input type="checkbox"/> May not pick up on social cues that others would recognize <input type="checkbox"/> May be tense <input type="checkbox"/> Transactions don't go smoothly	
Organizing	<input type="checkbox"/> Can marshal resources (people, funding, material, support) to get things done <input type="checkbox"/> Can orchestrate multiple activities at once to accomplish a goal <input type="checkbox"/> Uses resources effectively and efficiently <input type="checkbox"/> Arranges information and files in a useful manner	<input type="checkbox"/> Doesn't pull resources together effectively <input type="checkbox"/> May not know how to find and arrange people, materials, budget, etc. <input type="checkbox"/> May be a poor delegator and planner and not very motivating to work with <input type="checkbox"/> Performance decreases as the number of simultaneous activities increase <input type="checkbox"/> May rely too much on self <input type="checkbox"/> May scramble at the last minute and have to work long hours to finish <input type="checkbox"/> May not anticipate or be able to see how multiple activities come together	
Problem solving	<input type="checkbox"/> Uses rigorous logic and methods to solve difficult problems with effective solutions <input type="checkbox"/> Probes all fruitful sources for answers <input type="checkbox"/> Can see hidden problems <input type="checkbox"/> Is excellent at honest analysis; looks beyond the obvious and doesn't stop at the first answers	<input type="checkbox"/> Not a disciplined problem solver; may be stuck in the past, wed to what worked before <input type="checkbox"/> Many times has to come back and rework the problem a second time <input type="checkbox"/> May be a fire-ready-aim type <input type="checkbox"/> May get impatient and jump to conclusions too soon <input type="checkbox"/> May not stop to define and analyze the problem; doesn't look under rocks <input type="checkbox"/> May have a set bag of tricks and pull unfit solutions from it <input type="checkbox"/> May miss the complexity of the issue and force fit it to what he/she is most comfortable with <input type="checkbox"/> Unlikely to come up with the second and better solution, ask penetrating questions, or see hidden patterns	
Written communications	<input type="checkbox"/> Is able to write clearly and succinctly in a variety of communication settings and styles <input type="checkbox"/> Can get messages across that have the desired effect	<input type="checkbox"/> Not a clear communicator in writing <input type="checkbox"/> May be hard to tell what the point is <input type="checkbox"/> May be too wordy or too terse or have grammar/usage problems <input type="checkbox"/> May not construct a logical argument well <input type="checkbox"/> May not adjust to different audiences; may have a single style of writing	

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LEVEL 3 COMPETENCIES			
Competencies	SKILLED	UNSKILLED	
Conflict management	<input type="checkbox"/> Steps up to conflicts, seeing them as opportunities <input type="checkbox"/> Reads situations quickly <input type="checkbox"/> Good at focused listening <input type="checkbox"/> Can hammer out tough agreements and settle disputes equitably <input type="checkbox"/> Can find common ground and get cooperation with minimum noise	<input type="checkbox"/> Avoids conflict in situations and with people <input type="checkbox"/> May accommodate, want everyone to get along <input type="checkbox"/> May get upset as a reaction to conflict, takes it personally <input type="checkbox"/> Can't operate under conflict long enough to get a good deal <input type="checkbox"/> Gives in and says yes too soon <input type="checkbox"/> Gets into conflict by accident; doesn't see it coming <input type="checkbox"/> Will let things fester rather than dealing with them directly <input type="checkbox"/> Will try to wait long enough for it to go away <input type="checkbox"/> May be excessively competitive and have to win every dispute	
Decision quality	<input type="checkbox"/> Makes good decisions (without considering how much time it takes) based upon a mixture of analysis, wisdom, experience, and judgment <input type="checkbox"/> Most of his/her solutions and suggestions turn out to be correct and accurate when judged over time <input type="checkbox"/> Sought out by others for advice and solutions	<input type="checkbox"/> Goes first with quick solutions, conclusions and statements before analysis <input type="checkbox"/> May rely too much on self - doesn't ask for help <input type="checkbox"/> Making decisions may trigger emotions and impatience <input type="checkbox"/> May not use orderly decision methods, models or ways to think <input type="checkbox"/> May jump to conclusions based on prejudices, historical solutions or narrow perspective <input type="checkbox"/> Doesn't take the time to define the problem before deciding <input type="checkbox"/> May have trouble with complexity <input type="checkbox"/> May wait too long, agonize over every detail to avoid risk or error <input type="checkbox"/> May go for the big elegant decision when five little ones would be better	
Organizational agility	<input type="checkbox"/> Knowledgeable about how organizations work <input type="checkbox"/> Knows how to get things done both through formal channels and the informal network <input type="checkbox"/> Understands the origin and reasoning behind key policies, practices, and procedures <input type="checkbox"/> Understands the cultures of organizations.	<input type="checkbox"/> Doesn't get things done in organizations beyond his/her area <input type="checkbox"/> May lack the interpersonal skills to get things done across boundaries <input type="checkbox"/> May not negotiate well within organizations <input type="checkbox"/> May be too timid and laid back to maneuver through organizations <input type="checkbox"/> May reject the complexity of organizations <input type="checkbox"/> May lack the experience or simply not know who and where to go <input type="checkbox"/> May be too impatient to learn <input type="checkbox"/> May neither know nor care to know the origins of how things work around the organization	
Planning	<input type="checkbox"/> Accurately scopes out length and difficulty of tasks and projects <input type="checkbox"/> Sets objectives and goals <input type="checkbox"/> Breaks down work into the process steps <input type="checkbox"/> Develops schedules and task/people assignments <input type="checkbox"/> Anticipates and adjusts for problems and roadblocks <input type="checkbox"/> Measures performance against goals <input type="checkbox"/> Evaluates results	<input type="checkbox"/> Doesn't plan for much <input type="checkbox"/> May be a seat of the pants performer scratching it out at the last minute <input type="checkbox"/> Doesn't follow an orderly method of setting goals and laying out work <input type="checkbox"/> May be uncomfortable with structure and process flow <input type="checkbox"/> May be disdainful of planning and come across to others as loose or too simple <input type="checkbox"/> May not have the patience to establish goals and objectives, scope out difficulties, plan for task completion, develop schedules, and do roadblock management <input type="checkbox"/> May be confusing to work for and with <input type="checkbox"/> May be demotivating to others who work with him/her	

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LEVEL 4 COMPETENCIES			
Competencies	SKILLED	UNSKILLED	
Innovation Management	<input type="checkbox"/> Is good at bringing the creative ideas of others to market <input type="checkbox"/> Has good judgment about which creative ideas and suggestions will work <input type="checkbox"/> Has a sense about managing the creative process of others <input type="checkbox"/> Can facilitate effective brainstorming <input type="checkbox"/> Can project how potential ideas may play out in the marketplace	<input type="checkbox"/> Not a good judge of what's creative <input type="checkbox"/> Doesn't understand the marketplace for innovation <input type="checkbox"/> Can't select from among creative ideas which one would work the best <input type="checkbox"/> Doesn't innovate <input type="checkbox"/> May not be open to the creative suggestions of others <input type="checkbox"/> May be stuck in his/her comfort zone of tasks and methods of doing them <input type="checkbox"/> May not understand creativity or the process of innovation <input type="checkbox"/> May close too soon with solutions and conclusions <input type="checkbox"/> May be a perfectionist avoiding risk and fearing failures and mistakes <input type="checkbox"/> May not use experiments to learn and improve, and may block the innovations of others	
Managing vision and purpose	<input type="checkbox"/> Communicates a compelling and inspired vision or sense of core purpose <input type="checkbox"/> Talks beyond today <input type="checkbox"/> Talks about possibilities <input type="checkbox"/> Is optimistic <input type="checkbox"/> Creates mileposts and symbols to rally support behind the vision <input type="checkbox"/> Makes the vision sharable by everyone <input type="checkbox"/> Can inspire and motivate entire units or organizations.	<input type="checkbox"/> Can't communicate or sell a vision <input type="checkbox"/> Not a good presenter <input type="checkbox"/> Can't turn a good phrase or create compelling one liners <input type="checkbox"/> Uncomfortable speculating on the unknown future <input type="checkbox"/> Isn't charismatic or passionate enough to excite and energize others <input type="checkbox"/> Can't simplify enough to help people understand complex strategy <input type="checkbox"/> May not understand how change happens <input type="checkbox"/> Doesn't act like he/she really believes in the vision <input type="checkbox"/> More comfortable in the here and now	
Quality management	<input type="checkbox"/> Is dedicated to providing organization or enterprise-wide common systems for designing and measuring work processes <input type="checkbox"/> Seeks to reduce variances in organization processes <input type="checkbox"/> Delivers the highest quality products and services which meet the needs and requirements of internal and external customers <input type="checkbox"/> Is committed to continuous improvement through empowerment and management by data <input type="checkbox"/> Leverages technology to positively impact quality <input type="checkbox"/> Is willing to re-engineer processes from scratch <input type="checkbox"/> Is open to suggestions and experimentation <input type="checkbox"/> Creates a learning environment leading to the most efficient and effective work processes	<input type="checkbox"/> Doesn't think broadly regarding the impact of work processes <input type="checkbox"/> Doesn't comply or work to build commonalities in processes <input type="checkbox"/> Doesn't create effective and efficient work processes <input type="checkbox"/> Isn't customer focused in how he/she designs and manages the work <input type="checkbox"/> Isn't dedicated to continuous improvement of work processes <input type="checkbox"/> Doesn't leverage technology to improve work processes <input type="checkbox"/> Doesn't know the tools and techniques to improve work processes <input type="checkbox"/> Sticks to the old and familiar rather than stepping back and seeing the larger pattern <input type="checkbox"/> Isn't willing to scrap the past in favor of the new and improved <input type="checkbox"/> Doesn't listen to employees about improving work design <input type="checkbox"/> Doesn't empower other to design their own work processes <input type="checkbox"/> Doesn't create an environment where the whole unit learns together how better to serve the customer	
Strategic agility	<input type="checkbox"/> Sees ahead clearly <input type="checkbox"/> Can anticipate future consequences and trends accurately <input type="checkbox"/> Has broad knowledge and perspective <input type="checkbox"/> Is future oriented <input type="checkbox"/> Can articulately paint credible pictures and visions of possibilities and likelihoods <input type="checkbox"/> Can create competitive and breakthrough strategies and plans.	<input type="checkbox"/> Doesn't think or talk strategy <input type="checkbox"/> Can't put together a compelling strategic plan <input type="checkbox"/> More comfortable in the tactical here and now <input type="checkbox"/> Lacks the perspective to pull together varying elements into a coherent strategic view <input type="checkbox"/> Can't weave a vision of the future <input type="checkbox"/> May reject the usefulness of strategy, considering it pie in the sky <input type="checkbox"/> May have narrow experience and not be knowledgeable of business and world events <input type="checkbox"/> May try to simplify too much or be very tactical <input type="checkbox"/> May lack the disciplined thought processes necessary to construct a strategic view	

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SUPERVISORY COMPETENCIES			
Competencies	SKILLED	UNSKILLED	
Managerial courage	<input type="checkbox"/> Doesn't hold back anything that needs to be said <input type="checkbox"/> Provides current, direct, complete, and "actionable" positive and corrective feedback to others <input type="checkbox"/> Lets people know where they stand <input type="checkbox"/> Faces up to people problems on any person or situation (not including direct reports) quickly and directly <input type="checkbox"/> Is not afraid to take negative action when necessary	<input type="checkbox"/> Doesn't take tough stands with others <input type="checkbox"/> Holds back in tough feedback situations <input type="checkbox"/> Doesn't know how to present a tough position <input type="checkbox"/> Knows but doesn't disclose <input type="checkbox"/> Doesn't step up to issues <input type="checkbox"/> Intimidated by others in power <input type="checkbox"/> Hangs back and lets others take the lead <input type="checkbox"/> Is a conflict avoider unwilling to take the heat of controversy <input type="checkbox"/> Afraid to be wrong, get in a win/lose situation, or make a tough personnel call	
Motivating others	<input type="checkbox"/> Creates a climate in which people want to do their best <input type="checkbox"/> Can motivate many kinds of direct reports and team or project members <input type="checkbox"/> Can assess each person's hot button and use it to get the best out of him/her <input type="checkbox"/> Pushes tasks and decisions down <input type="checkbox"/> Empowers others <input type="checkbox"/> Invites input from each person and shares ownership and visibility <input type="checkbox"/> Makes each individual feel his/her work is important <input type="checkbox"/> Is someone people like working for and with	<input type="checkbox"/> Doesn't know what motivates others or how to do it <input type="checkbox"/> People under him/her don't do their best <input type="checkbox"/> Not empowering and not a person many people want to work for, around or with <input type="checkbox"/> May be a one style fits all person, have simplistic models of motivation, or may not care as much as most others do; may be a driver just interested in getting the work out <input type="checkbox"/> May have trouble with people not like him/her <input type="checkbox"/> May be a poor reader of others, may not pick up on their needs and cues <input type="checkbox"/> May be judgmental and put people in stereotypic categories <input type="checkbox"/> Intentionally or unintentionally demotivates others	
Building effective teams (Levels 3 & 4)	<input type="checkbox"/> Blends people into teams when needed <input type="checkbox"/> Creates strong morale and spirit in his/her team <input type="checkbox"/> Shares wins and successes <input type="checkbox"/> Fosters open dialogue <input type="checkbox"/> Lets people finish and be responsible for their work <input type="checkbox"/> Defines success in terms of the whole team <input type="checkbox"/> Creates a feeling of belonging in the team	<input type="checkbox"/> Doesn't assemble, build or manage in a team fashion <input type="checkbox"/> Manages people on a one-to-one basis <input type="checkbox"/> Doesn't create a common mindset or common challenge <input type="checkbox"/> Rewards and compliments individuals, not the team <input type="checkbox"/> May not hold many team meetings <input type="checkbox"/> Doesn't create any synergies in the team; everyone works on his/her own projects <input type="checkbox"/> Doesn't manage in a way that builds team morale or energy <input type="checkbox"/> Doesn't have the skills or interest to build a team <input type="checkbox"/> May be very action and control oriented and won't trust a team to perform	
Directing others (Levels 1 & 2)	<input type="checkbox"/> Is good at establishing clear directions <input type="checkbox"/> Sets stretching objectives; distributes the workload appropriately <input type="checkbox"/> Lays out work in a well-planned and organized manner <input type="checkbox"/> Maintains two-way dialogue with others on work and results <input type="checkbox"/> Brings out the best in people <input type="checkbox"/> Is a clear communicator	<input type="checkbox"/> Unclear or cryptic communicator to direct reports <input type="checkbox"/> Doesn't set goals, targets, mileposts and objectives <input type="checkbox"/> Not very planful giving out work – just gives out tasks <input type="checkbox"/> Mostly tells and sells; doesn't listen much <input type="checkbox"/> Plays favorites and is tough on others <input type="checkbox"/> May be too impatient to structure work for others <input type="checkbox"/> Doesn't delegate well <input type="checkbox"/> Doesn't take the time to manage <input type="checkbox"/> May lack interest in managing and be more eager to work on own assignments	