



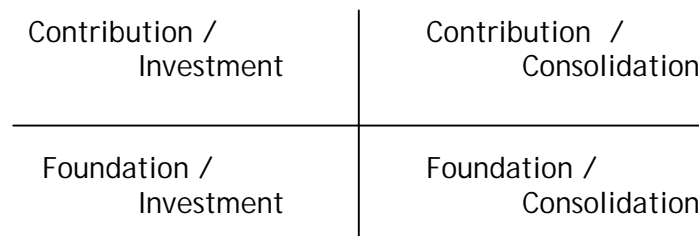
PERSONAL EFFECTIVENESS

Analysis of your Profile

The area under the solid line of the Pie Chart (scoring grid) - 9 through 3 o'clock - represents your **Foundation Skill** sets; the area above this line describes your **Contribution Skill** sets.

Factors on the left of the Pie Chart are those which represent the need for **Investment effort**; while those on the right indicate the requirement for **Consolidation effort**.

In 'quadrant' format, it looks like this:



The ideal profile, of course, is to have a high score in all six sectors with all scores approximately the same. Most persons however, will be 'emphasized' in some sectors and 'lighter' in others.

The most important element is 'balance'. Each of the six sectors needs to be approximately the same regardless of the percentile score levels. When you are in balance, you are poised for growth. Growth is more difficult, though not impossible, if the sectors are unequally weighted.

Growth priorities are determined by combining several considerations including:

- Building the foundation skills before other elements;
- Making collaborative contributions before individual ones;
- Keeping the customer / market needs central at all times;
- Consolidating each newly acquired skill quickly and definitively;
- Investing in relatively weaker areas in step with consolidating strengths.

Process:

It makes good sense to focus on Foundation skill sets as we begin Investment action. What are the strengths that could give you an 'edge'? What are the one or two attributes and/or new skills that would enhance your future contributions right now? See **Checklist Inventory #1** and select one or two items for further consideration.

Likewise, it is reasonable to secure what we have gained before moving on. In **Checklist Inventory #2** you'll find some items to consider to sustain the gains you are making. Choose one or two current or newly acquired abilities that are now strengths which you wish to sustain. Your strategy is to consolidate these by deliberate action.

The plan is to focus on retaining and sustaining those knowledge /skill sets which are contributing to your current successes, while selectively, incrementally building new knowledge /skill sets that will improve your potential contributions. **Focus is key!**





PERSONAL EFFECTIVENESS

Checklist Inventory #1

Knowledge & Skills Assessment

Please consider the list of factors below. Each of the three groupings contains a number of attributes, knowledge and/or skill areas **that could have a bearing on your future success**. While you may consider all items to be important, even essential, you will likely not perceive them all as equal in impact.

You might find it helpful to rank order the items in **each** of the three groupings from most important to least important. Please be sure to consider and include **all** items in your evaluation.

(A useful technique is to identify the most important item in each group of twelve - no.1 - then the least important item - no.12 . Next choose the second most important, followed by the second least important, and so on until all items in each of the three groups are ranked)

Intellectual -

- | | |
|--------------------------|---------------------|
| • problem definition; | • mental dexterity; |
| • problem solving; | • imagination; |
| • learning capacity; | • consistency; |
| • analytical skills; | • rational ability; |
| • memory recall; | • persistence; |
| • Innovation/creativity; | • preciseness. |

Expertise -

- | | |
|--------------------------|-----------------------|
| • industry knowledge; | • economic trends; |
| • industry theory; | • competitor action; |
| • relevant legislation; | • market trends; |
| • technical terminology; | • market strategy; |
| • business strategies; | • communication; |
| • contacts /networks; | • logistic practices. |

Social Competencies -

- | | |
|--------------------------|---------------------|
| • self awareness/regard; | • reality testing; |
| • assertiveness; | • adaptability; |
| • independence; | • stress tolerance; |
| • empathy; | • impulse control; |
| • social responsibility; | • optimism; |
| • relating skills; | • well-being. |

(please refer to the next page for definitions if the need arises)





PERSONAL EFFECTIVENESS INVENTORY #1 - DEFINITIONS

Intellectual

Problem Definition

the ability to recognize, categorize and/or classify issues and related consequences appropriately.

Problem Solving

ability to generate successful options for the resolution of issues and related consequences.

Learning Capacity

demonstrated competence in receiving, assimilating and utilizing fresh information / intelligence.

Analytical Skills

capability to break complex issues into component parts and to correctly assess relevancy / priorities.

Memory Recall

ability to retain, recall to conscious level and/or reproduce vital data / information on demand.

Innovation / Creativity

the ability to see familiar issues in new ways / the ability to construct something original at will.

Mental Dexterity

competency / facility in changing focus of attention / perspectives / realities when required by circumstances.

Imagination

capable of conceiving, focusing and communicating new 'realities' / possibilities / options whenever needed.

Consistency

capable of sustaining a uniform standard of quality performance in the face of complex, dynamic variables.

Rational Ability

the competence to think logically and systematically from starting point through to an acceptable conclusion.

Persistence

capable of sticking with an idea / course of action even when opposed or frustrated by continuing difficulties.

Preciseness

the ability to attain a high degree of accuracy and/or sensitivity on a consistent basis.

Expertise

Industry Knowledge

familiarity with the structure, processes, systems, networks and regulations that affect the provision of product/services in general or any particular specialty.

Industry Theory

adept at working constructively with the several concepts that govern the provision of products / services within specific markets.

Relevant Legislation

knowledge of practical applications and consequences of current governmental laws and regulations that affect any aspect of product / service provision.

Technical Terminology

comfortable in the use of specific terms and usage of industry specific language, signs and symbols.

Business Strategies

aware of and practiced in the use of working procedures and practices to provide product / service that will satisfy variable market needs.

Contacts / Networks

knowledgeable about and skilled in the use of contacts, sources of information, channels of communication, etc.

Economic Trends

familiarity with the main indicators and relationships that affect the health and vitality of business in general.

Competitor Action

awareness of the preferred / current market strategies / practices of leading and/or recognized providers of industry product / services or equivalents.





Market Trends

sensitivity to current / proposed strategic directions that should be pursued by industry product / service providers.

Market Strategy

competency in designing and implementing proper strategies to respond to the demands of market trends Communication demonstrated ability to recognize, gather, relay, share and utilize practical data, information and intelligence.

Logistic Practices

knowledge of and competency in the use of the range of supportive services offered / available to facilitate and enhance productivity and effectiveness.

Social Competencies

Self Awareness / Regard

recognizing own emotions and abilities / limits and appreciating own self worth and capabilities.

Assertiveness

reasonable confidence in, and mature promotion / acceptance of a perspective / position when confronted.

Independence

ability to develop and sustain a personal stance on issues; to think and act on one's own as required.

Empathy

the ability and capacity for identifying with the perspective / position of another at variance with own.

Social Responsibility

accepting responsibility for the welfare / interests of others for either their particular or common benefit.

Relating Skills

demonstrated ability to cooperate / collaborate with others, even under challenging conditions.

Reality Testing

capable of recognizing and relating to current and/or practical circumstances particularly when under stress.

Adaptability

ability to change / amend perspectives / accept alternate conclusions as circumstances evolve.

Stress Tolerance

the capacity for accepting and operating in difficult or pressured situations over extended time / conditions.

Impulse Control

capability to manage own emotions / regulate own behavior especially when pressures are intense.

Optimism

ability to sustain a positive, reasonably hopeful and progressive perspective in the face of adversity.

Well - Being

a mature level of reasoned confidence and faith in own abilities and potentials over extended time / conditions



PERSONAL EFFECTIVENESS

Checklist Inventory 2

In each of the three categories below - Technical, Business and Interpersonal - select those knowledge / skill areas which would make a definite contribution to your continuing success.

Choose first to reinforce Foundation skills, then select from the Contribution Skills.

Technical Assessment

- Foundation Skill Sets

Intellectual Capability

ability to take in, absorb, understand and then apply complex information in the form of concepts, relationships / consequences.

Analytical Assessment

capable of defining reasons and relationships, cause and effects, within a complex set of information or complicated situation.

Research Ability

familiarity with research methodologies, sources of information, analytical processes and presentation skills.

Planning

capable of assigning objectives, goals, performance criteria and general strategies to achieve success in an undertaking.

Results Focus

demonstrated ability to bring a series of related actions to a successful conclusion thus allowing for new/increased potentials.

Direct Experience

a defined period of applied knowledge / skill, directly related to the specific area, with demonstrated and measurable outcomes.

Initiative

proven interventions which cause or facilitate a new action or beginning to the benefit of a process in part or in general.

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Decisiveness

ability to assemble, evaluate and refine information to determine and commit to future action(s) with appropriate confidence.

Persistence

able to continue with a course of action or a relationship in the face of opposition and/or adversity or for protracted time periods.

Methodical

systematic, orderly and predictable in approach, painstaking and structured approach to handling or managing a process.

Diligence

ability to apply steady, sincere and energetic effort over extended time or across a wide variety of activities to achieve success.

Precision

capable of adherence in measurable exactness, conformity and/or correctness to a predefined level or standard.

Quality Focus

possessing an attitude of personal responsibility for the attainment of a superior standard of performance or outcome.

Technical Assessment -

Contribution Skills Sets

Assimilation

openness to accept and relate to new or revised information and to put it to practical use without discomfort.

Educational Competence

awareness of a well structured body of knowledge, skills and aptitudes, with a positive attitude towards learning opportunities.

Specific Knowledge

demonstrable mastery within a defined area of specialization or competence supported by a high aptitude.

Evaluative Competence

ability to assess, compare and contrast alternative concepts and/or situations in order to assign priority, merit or value.



Innovation

ability to apply new interpretations and applications to existing or familiar concepts and/or situations in a problem solving mode.

Idea Generation

capable of compiling extensive lists of practical alternatives or options for future consideration.

Priority Setting

ability to assess and justify appropriate sequences, values and/or merit to dissimilar competitive issues or concerns.

Organizing

proven ability to apply resources and standards, to delegate, brief and energize proper actions in the implementation of a plan.

Detail Focus

competence in assessing the appropriate need for, and ensuring the proper application of detail with precision and accuracy.

Design Capability

ability to conceive, demonstrate or develop the practical application of a concept or process need.

Scheduling

ability to place sequence or order on a series of related tasks so to introduce effectiveness and/or efficiency to an outcome.

Networking

capable of forming and sustaining an extensive or select group of contacts as an assist to sourcing or researching information.

Business Assessment

- Foundation Skill Sets

Information Management

demonstrated ability to locate, gather, sort, process, apply and secure relevant information / intelligence for business purposes.

Financial Analysis

competence in the review, interpretation, manipulation and extrapolation of financial data, information and trends.

Operations Analysis

adept at comprehending the significant variables and relationships that interact in complex business processes.

Personnel Assessment

skilled at determining the potential contribution strengths and development needs of people in a business context.

Problem Identification

able to determine and accurately define the central issues and/or irregularities that impede the smooth flow of a business process.

Results Orientation

demonstrated ability to bring a series of related actions to a successful conclusion to assist business progress / development.

Resource Management

demonstrated competence in the effective and efficient use of available People, Finances, Materials, Time and Information.

Standards Setting

capable of selecting and applying proper expectations and restraints to the use of resources to optimize effective use.

Team Setting

able to select, assemble, brief or instigate team action required for Initiating the proper conduct and/or completion of a business process.

Team Leadership

skilled in providing focus, energy and broad direction to a group engaged in a common task so that there is identifiable synergy.

Problem Solving

skilled at deriving practical, effective and acceptable solutions to business problems / issues.

Decision Making

competent at assembling, evaluating and refining information to determine and commit future actions with appropriate confidence

Facilitation

able to act effectively as stimulant, guide, coordinator or mediator in order to bring together a range of diverse opinions in a group.



Business Assessment

- Contribution Skill Sets

Strategy Development

capable of identifying, assessing and selecting broad based methods that will assist effective and efficient business progress.

Priority Management

capable of assessing and selecting the appropriate relative merit, sequence and/or value in a series of possible actions / events.

Budgeting

ability to predict / forecast and manage financial and related needs required to conduct a successful business operation.

Delegation

capable of designing and assigning projects, tasks and programs necessary to success in an effective, mutually beneficial manner.

Meeting Management

competent in designing, conducting and concluding collaborative efforts to achieve a common purpose or outcomes.

Coaching / Tutoring

able to develop / sustain an individual or small group intervention with specific objectives so as to substantially improve results instructing capable of transferring a predefined body of knowledge / skills to others in a constructive, sustainable manner.

Crisis Management

proven ability to assert control / practical action alternatives in the face of difficulties, confusion and/or frustrating circumstances.

Documentation

ability to collect, collate and record the relevant aspects of a complicated series of activities / events for future benefit.

Public Relations

skilled at assessing and maneuvering the consequences and impact of issues / events in a public or external environment.

Diplomacy

demonstrated skill at managing problematic situations and contentious issues in the public / external domain.

Sales / Promotion

competent and comfortable in matching needs, wants or preferences with available resources / services to meet a defined need.

Arbitration

skilled in soliciting, clarifying and defining opposing issues or viewpoints, then making acceptable, objective, impartial judgements.

Interpersonal Assessment

- Foundation Skill Sets

Self Esteem

disposition reflecting well-founded self confidence, optimism and personal resiliency; a proper sense of personal worth or value.

Stability

secure and appropriately focused on immediate and longer term issues; able to maintain a sense of reality in varying conditions.

Personal Integration

possessing a well considered perspective of individual role and values; able to make successful applications in most conditions.

Energy Level

the physical / emotional reserves to handle foreseeable demands / contingencies without strain or performance deterioration.

Resilience

ability to respond to / recover from set-backs, difficulties and/or disappointments while retaining positive perspective / expectation

Presentation

competent in organizing, presenting and confirming information / intelligence in a coherent, credible and confident manner.

Non-Verbal Competence

practiced in the skill of consciously reading / projecting information by means of body language gestures.



Persuasion

Ability to bring others to a common viewpoint or course of action by using reason, emotional appeal and / or acceptable coercion.

Service Orientation

disposed to providing benefit to others in a business context both in tangible and personal forms so to ensure satisfaction.

Drive

possessing the motive, impetus and focused energy necessary to achieve a preset objective, goal, result and/or standard.

Adaptability

capable of responding intelligently to the emerging demands of others in variable circumstances and without loss of effectiveness.

Stress Management

competent in dealing constructively with stress and/or protracted frustration so as to sustain an optimal level of effectiveness.

Interpersonal Assessment

- Contribution Skill Sets

Strategy Development

capable of identifying, assessing and selecting broad based methods that will assist effective and resilient relationships

Results Orientation

demonstrated ability to bring a series of related actions to a successful conclusion to assist sustainable relationships.

Active Listening

ability to constructively hear, relate, understand & utilize the input of others using comparison, contrasting and summarizing.

Dialoguing

capable of exploring issues in a collaborative way so that all involved derive the benefit and value of differing perspectives.

Negotiation

skilled in reconciling different viewpoints / needs so that there are significant perceived gains and agreements for all involved.

Counseling

able to relate to, and work constructively with the perspectives of others in order to secure needed solutions or reconciliation.

Participation

able and prepared to act collaboratively in the pursuit of common objectives, goals, standards and strategies in a business context.

Teamwork

capable of working as an integral part of a focused group to combine information, opinion and action to derive a preset result.

Relationship Building

competent in initiating, developing and sustaining effective working relations with a range of others in varying circumstances.

Collaboration

able to cooperate with others in pursuing common aims and/or interests by means of practical commitments / accommodations.

Networking

capable of forming and sustaining a select or extensive group of contacts as an assist to initiating and developing relationships.

Synergy Development

able to harness the differing viewpoints, knowledge, skills and attitudes of others to attain a collaborative result of higher value.

Conflict Management

practiced in clarifying, refocusing and redirecting the opposing interests and aspirations of others to achieve common objectives.

Mediation / Conciliation

ability to bridge and/or reconcile the differences between hostile parties by focusing on common ground, interests and benefit.

