

PERSONAL SKILLS

1. **Accountability for Others:** The ability to take responsibility for others' actions.
 - Establishes appropriate performance standards for others
 - Assumes personal accountability for others' performance
 - Effectively confronts performance issues promptly
 - Monitors performance, tracks results and measures achievement of key accountabilities

2. **Conceptual Thinking:** The ability to analyze hypothetical situations or abstract concepts to compile insight.
 - Demonstrates ability to forecast long range outcomes and develop suitable business strategies
 - Identifies, evaluates and communicates potential impacts of hypothetical situations
 - Defines options to leverage opportunities in achieving business goals
 - Develops plans and strategies that lead to desired strategic outcomes

3. **Conflict Management:** The ability to resolve different points of view constructively.
 - Faces difficult issues with objectivity
 - Considers all opinions and facts before drawing conclusions
 - Identifies appropriate solutions to volatile situations
 - Negotiates acceptable solutions between parties to successfully move beyond confrontation

4. **Continuous Learning:** The ability to take personal responsibility and action toward learning and implementing new ideas, methods and technologies.
 - Researches job related topics to improve understanding, expertise and personal performance
 - Continually updates business skills
 - Actively seeks suitable opportunities to implement newly acquired skills and knowledge
 - Provides expertise, knowledge and information to others, as required

5. **Customer Focus:** A commitment to customer satisfaction.
 - Consistently places a high value on customers and all issues related to customers
 - Objectively listens to, understands and represents customer feedback
 - Anticipates customer needs and develops appropriate solutions
 - Meets all promises and commitments made to customers

6. **Decision Making:** The ability to analyze all aspects of a situation to gain thorough insight to make decisions.
 - Analyzes data necessary for decision making
 - Makes major decisions impacting strategic outcomes appropriately and effectively
 - Makes decisions in a timely manner
 - Demonstrates ability to make unpopular and difficult decisions when necessary

- 7. Developing Others:** The ability to contribute to the growth and development of others.
- Strongly advocates for the growth and development of others
 - Devotes appropriate time to training, coaching and developing others
 - Understands the implications of varied learning styles and their importance to individual development
 - Regularly follows up and holds others accountable for their performance.
- 8. Diplomacy and Tact:** The ability to treat others fairly, regardless of personal biases or beliefs.
- Maintains positive relationships with others through treating them fairly
 - Demonstrates respect for others
 - Understands and values differences between people
 - Respects diversity in race, national origin, religion, gender, lifestyle, age and disability
- 9. Empathetic Outlook:** The capacity to perceive and understand the feelings and attitudes of others.
- Demonstrates awareness of how actions will directly and indirectly impact others
 - Listens to others attentively
 - Demonstrates regard for and sensitivity to the feelings of others
 - Values and respects the diversity of others and their beliefs
- 10. Flexibility:** The ability to readily modify, respond to and integrate change with minimal personal resistance.
- Adapts effectively to changing plans and priorities
 - Demonstrates the capacity to handle multiple tasks at one time
 - Deals comfortably with ambiguity
 - Adjusts preset plans as necessary with minimal resistance
- 11. Goal Achievement:** The ability to identify and prioritize activities that lead to a goal.
- Establishes goals that are relevant, realistic and attainable
 - Identifies and implements required plans and milestones to achieve specific business goals
 - Initiates activity toward goals without unnecessary delay
Stays on target to complete goals regardless of obstacles or adverse circumstances
- 12. Influencing Others:** The ability to personally affect others' actions, decisions, opinions or thinking.
- Effectively impacts others' actions
 - Gains commitment from others to achieve desired results
 - Analyzes others' opinions and leads them to understand and willingly accept desired alternatives
 - Persuades others in a positive manner

13. Interpersonal Skills: The ability to interact with others in a positive manner.

- Initiates and develops business relationships in positive ways
- Successfully works with a wide range of people at varying levels of organizations
- Communicates with others in ways that are clear, considerate and understandable
- Demonstrates ease in relating with a diverse range of people of varying backgrounds, ages, experience and education levels

14. Leading Others: The ability to organize and motivate people to accomplish goals while creating a sense of order and direction.

- Inspires others with a compelling vision
- Empowers others to accomplish common goals
- Represents a positive, motivational example for others to emulate in becoming leaders
- Supports others through providing clarity, direction, organization and purpose

15. Objective Listening: The ability to listen to many points of view without bias.

- Values others' points of view
- Regularly solicits inputs from others and listens to them without interrupting
- Represents others' points of view impartially
- Verifies understanding of others' feedback

16. Personal Accountability: A measure of the capacity to be answerable for personal actions.

- Accepts personal responsibility for the consequences of personal actions
- Avoids placing unnecessary blame on others
- Maintains personal commitment to objectives regardless of the success or failure of personal decisions
- Applies personal lessons learned from past failures to moving forward in achieving future successes

17. Planning and Organization: The ability to establish a process for activities that lead to the implementation of systems, procedures or outcomes.

- Defines plans and organizes activities necessary to reach targeted goals
- Organizes and utilizes resources in ways that maximize their effectiveness
- Implements appropriate plans and adjusts them as necessary
- Consistently demonstrates organization and detail orientation

18. Problem Solving: The ability to identify key components of a problem to formulate a solution or solutions.

- Analyzes all data relative to a problem
- Divides complex issues into simpler components in order to achieve clarity
- Selects the best options available to solve specific problems
- Applies all relevant resources to implement suitable solutions

19. Resiliency: The ability to quickly recover from adversity.

- Continues toward goals in the face of difficulty or adversity
- Handles criticism and rejection from others with objectivity
- Recovers quickly from personal setbacks
- Moves past unforeseen obstacles without unnecessary delay

20. Results Orientation: The ability to identify actions necessary to complete tasks and obtain results.

- Maintain focus on goals
- Identifies and acts on removing potential obstacles to successful goal attainment
- Implements thorough and effective plans and applies appropriate resources to produce desired results
- Follow through on all commitments to achieve results

21. Self Management: The ability to prioritize and complete tasks in order to deliver desired outcomes within allotted time frames.

- Independently pursues business objectives in an organized and efficient manner
- Prioritizes activities as necessary to meet job responsibilities
- Maintains required level of activity toward achieving goals without direct supervision
- Minimizes workflow disruptions and time wasters to complete high-quality work within a specified time frame

22. Self-Starting: The ability to initiate and sustain momentum without external stimulation.

- Initiates relevant activities toward achieving business goals
- Independently completes projects and produces desired results
- Requires little or no supervision to stay focused on necessary activities
- Readily identifies and pursues business opportunities without outside direction

23. Teamwork: The ability to cooperate with others to meet objectives.

- Discards personal agenda to cooperate with other team members in meeting objectives
- Contributes positively and productively to team projects
- Builds and sustains a trust relationship with each member of the team
- Supports other team members and team decisions