



## The Eight Universal Management/Leadership Core Competencies

- **Communication** – The skills of listening to others, processing information, and communicating effectively.
- **Leadership** – The abilities of instilling trust, providing direction, and delegating responsibility.
- **Adaptability** – The skills of adjusting to circumstances and thinking creatively.
- **Relationships** – The ability to build relationships and facilitate team success.
- **Task Management** – The level of aptitude for working efficiently and competently.
- **Production** – The ability to initiate action and achieve results.
- **Development of Others** – The cultivating of individual talents and motivating others successfully.
- **Personal Development** – The behaviors of displaying commitment and seeking improvement.

## **Eight Universal Core Competencies...The critical 70 factors**

### Communication

#### **Listens To Others**

1. Solicits ideas, suggestions and opinions from others \_\_\_\_\_
2. Creates a comfortable climate for airing concerns \_\_\_\_\_
3. Listens to all points of view with an open mind \_\_\_\_\_
4. Listens carefully without interrupting \_\_\_\_\_
5. Summarizes input, then checks for understanding \_\_\_\_\_

#### **Processes Information**

6. Identifies the core elements of an issue \_\_\_\_\_
7. Considers the pros and cons, as well as short and long-term consequences, of decisions \_\_\_\_\_
8. Arrives at logical, clear conclusions \_\_\_\_\_

#### **Communicates Effectively**

9. Expresses thoughts clearly in writing \_\_\_\_\_
10. Is an effective, articulate speaker \_\_\_\_\_
11. Covers an issue thoroughly without overdoing it \_\_\_\_\_
12. Communicates in a straightforward manner, even when dealing with sensitive topics \_\_\_\_\_
13. Makes current job-related information readily available to others \_\_\_\_\_

## **Leadership**

### **Instills Trust**

- 14. Keeps promises \_\_\_\_\_
- 15. Can be trusted with confidential information \_\_\_\_\_
- 16. Is honest in dealings with others \_\_\_\_\_
- 17. Demonstrates high ethical standards \_\_\_\_\_

### **Provides Direction**

- 18. Makes expectations clear \_\_\_\_\_
- 19. Establishes a manageable workload \_\_\_\_\_
- 20. Accomplishes long-term objectives by planning incremental steps \_\_\_\_\_
- 21. Keeps focus on big picture while implementing details \_\_\_\_\_

### **Delegates Responsibility**

- 22. Knows when to delegate and when to take personal responsibility \_\_\_\_\_
- 23. Delegates the right jobs to the right people \_\_\_\_\_
- 24. Gives others authority to independently fulfill responsibilities \_\_\_\_\_
  
- 25. Empowers others to find creative solutions to problems \_\_\_\_\_

## **Adaptability**

### **Adjusts to Circumstances**

- 26. Is flexible in dealing with people with diverse work styles \_\_\_\_\_
- 27. Is comfortable in a variety of environments \_\_\_\_\_
- 28. Reacts constructively to setbacks \_\_\_\_\_
- 29. Anticipates and plans for changing situations \_\_\_\_\_

### **Thinks Creatively**

- 30. Approaches job with imagination and originality \_\_\_\_\_
- 31. Inspires innovation in the organization \_\_\_\_\_
- 32. Is willing to take bold, calculated risks \_\_\_\_\_
- 33. Views obstacles as opportunities for creative change \_\_\_\_\_

## **Relationships**

### **Builds Personal Relationships**

- 34. Shows consideration for the feelings of others \_\_\_\_\_
- 35. Shows absence of prejudicial and stereotypic thinking in words and actions \_\_\_\_\_
- 36. Delivers criticism tactfully and constructively \_\_\_\_\_
- 37. Maintains composure in high-pressure situations \_\_\_\_\_

### **Facilitates Team Success**

- 38. Resolves conflicts fairly \_\_\_\_\_
- 39. Creates an atmosphere of team cooperation over competition \_\_\_\_\_
- 40. Builds consensus on decisions \_\_\_\_\_
- 41. Leads team in formulating goals that complement the organization's mission \_\_\_\_\_
- 42. Brings capable people into the group \_\_\_\_\_
- 43. Uses the diverse talents and experiences of the group to maximum advantage \_\_\_\_\_

## **Task Management**

### **Works Efficiently**

- 44. Applies current technology in practical ways to maximize efficiency \_\_\_\_\_
- 45. Makes wise use of outside resources \_\_\_\_\_
- 46. Avoids procrastination \_\_\_\_\_
- 47. Sets priorities and tackles assignments accordingly \_\_\_\_\_

### **Works Competently**

- 48. Demonstrates mastery of fundamentals necessary to the job \_\_\_\_\_
- 49. Is skilled at learning and applying new information quickly \_\_\_\_\_
- 50. Integrates new theories, trends and methods into appropriate business operations \_\_\_\_\_

## **Production**

### **Takes Action**

- 51. Knows when to stop planning and start implementing \_\_\_\_\_
- 52. Takes the initiative to make things happen \_\_\_\_\_
- 53. Is assertive in managing problems \_\_\_\_\_
- 54. Makes timely, clear-cut firm decisions \_\_\_\_\_

### **Achieves Results**

- 55. Overcomes obstacles to complete projects successfully \_\_\_\_\_
- 56. Effects outcomes that set high standards for others \_\_\_\_\_
- 57. Achieves results that have a positive impact on the organization as a whole \_\_\_\_\_

## **Development Of Others**

### **Cultivates Individual Talents**

- 58. Is a patient, helpful, effective coach \_\_\_\_\_
- 59. Gives others access to training for skill development and professional growth \_\_\_\_\_
- 60. Provides objective appraisals of others' strengths and needs \_\_\_\_\_
- 61. Maintains a timely schedule for reviews and follow-ups \_\_\_\_\_

### **Motivates Successfully**

- 62. Gives recognition to producers of high quality work \_\_\_\_\_
- 63. Shows appreciation when others give extra effort \_\_\_\_\_
- 64. Shares a contagious enthusiasm that promotes a positive attitude in others \_\_\_\_\_

## **Personal Development**

### **Displays Commitment**

- 65. Maintains a consistently high energy level \_\_\_\_\_
- 66. Persists and perseveres \_\_\_\_\_
- 67. Keeps a positive outlook \_\_\_\_\_

### **Seeks Improvement**

- 68. Admits mistakes and learns from them \_\_\_\_\_
- 69. Accepts criticism constructively \_\_\_\_\_
- 70. Identifies and pursues resources needed to improve performance \_\_\_\_\_

Scale:

**0 Not Applicable**

1 **Never** demonstrates this skill

2 **Seldom** demonstrates this skill

3 **Sometimes** demonstrates this skill

4 **Usually** demonstrates this skill

5 **Always** demonstrates this skills