SRCH II Key Competencies and Capabilities Worksheet

Role:

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| **Interpersonal** |
| **Assertiveness** | Readily offers opinions and takes action even when their opinion may be unpopular. Willing to challenge others appropriately and in a productive way. Self confident. Is not overly dependent on the approval of others. |  |
| **Conflict Management** | Sees conflict as a valuable part of the decision making process. Comfortable with healthy conflict and supports, encourages and manages differences of opinions. |  |
| **Diplomacy** | Consistently works effectively within the organization’s cultural norms. Perceptive to social cues in the environment. Skilled at handling sensitive situations without arousing hostility. |  |
| **Relationship Building** | Likes interacting with people and are good at it. Devotes appropriate time and energy to establishing and maintaining strong networks. Initiates contacts readily and maintains them over time. Able to utilize relationships to facilitate business transactions. |  |
| **Sensitivity** | Values and respects the concerns and feelings of others. Their compassion translates into behaviors that communicate empathy toward others, respect for the individual and appreciation of the diversity among team members. |  |
| **Team Player** | Team oriented. Identifies with the larger organizational team and their role within it. Shares resources, responds to requests from other parts of the organization and supports larger organizational initiatives. Understands and embodies the meaning behind “having the back” of others on the team. |  |
| **Communications** |
| **Active Communication** | Recognizes the essential value of continuous information exchange and the importance it has to ensuring a healthy and vibrant team or organization. Actively seeks information from a variety of sources and disseminates it in appropriate ways. Takes responsibility for ensuring their people have the current and most accurate information needed in order to do their jobs effectively. |  |
| **Information Communication** | Clearly and articulately conveys information to others in casual or informal situations (telephone calls, meetings, spontaneous gatherings). Understands the majority of communication is delivered through non verbal cues, and able to interpret body language accurately and use it appropriately. |  |
| **Listening Skills** | Offers his/her full attention when others speak. Listens actively, giving verbal and nonverbal cues of their interest. When the speaker is finished, he/she is able to accurately paraphrase what was said in order to check for understanding. |  |
| **Presentation Skills** | Poised in public presentation situations. Organizes and delivers public presentations that effectively inform or persuade audiences. Adept at using current presentation technologies and media formats. Able to comfortably and confidently field audience questions. |  |
| **Writing Skills** | Writes clearly and concisely, composing informative and convincing written materials (memos, emails, letters, reports, proposals, etc.). Regardless of format, he/she is able to use written language to convey both substance and intent with accuracy. |  |
| **Management** |
| **Coaching & Counseling** | Sees him/herself as a coach and mentor and actively works to develop his/her team. He/she effectively guides employees at all performance levels and enjoys helping others learn and grow. Sets goals for their people, communicates them clearly and uses objective means to monitor performance. Offers direct, clear and timely feedback and proactively offers appropriate supports. Redirects performance when they fall short of expectations. |  |
| **Delegation** | Willingly assigns work to others. Provides clear direction, expectations and guidelines. Provides appropriate levels of challenge and offers the right level of support. Understands the importance of empowering people and the distinction between delegating for results vs. delegating for development. |  |
| **Financial Acumen** | Understands the financial framework of the organization. Establishes is able to effectively monitor financial measures (i.e., balance sheet, income statement, cash flow). They interpret and use financial data to make informed business decisions. |  |
| **Organizing & Planning** | Strong organizing and planning skills that allow him/her to be highly productive and efficient. Manages time wisely and effectively prioritizes multiple competing tasks. Plans, organizes and actively manages meetings and time associated with completing specific tasks. Consistently values other people’s time. |  |
| **Team Management** | Creates and maintains functional or task-oriented work teams. Understands the human dynamics of team formation and development. Formulates roles well and actively recruits team members based on their ability to contribute effectively to the task at hand. Develops and communicates clear outcomes for the team and provides helpful guidance. Rewards team behavior and fosters a team atmosphere in the workplace.  |  |
| **Leadership** |
| **Growth Orientation** | Actively looks for growth opportunities for the business. Takes action to improve things, always striving for bigger and better ways of doing things. Continually things of ways to expand the business, always looking for new ways to achieve competitive advantage. Considers business growth an imperative.  |  |
| **Influence** | Skilled at directing, persuading and motivating others. Able to flex their style and direct, collaborate or empower as the situation requires. Establishes relationships and an active network of people that is based on mutual trust, fairness and honesty. |  |
| **Leader Identification** | Identifies with the role of a leader, excels in positions of responsibility and is comfortable with exercising authority. |  |
| **Mission Focus** | Understands and supports the organization’s mission, its core purpose for being. Believes in the mission and values it. Communicates the mission well to staff.  |  |
| **Risk Taking** | Has a history of and a propensity for taking calculated chances to achieve goals and that are in alignment with the organization’s values and goals. Finds balance between analysis and action.  |  |
| **Strategic Thinking** | Acts with the future in mind. Plans for and makes decisions within the framework of the organization’s strategic intent. Understands factors influencing strategy. Considers future impact when making decisions. Able to effectively manage strategic priorities.  |  |
| **Visioning** | Capable of creating and effectively articulating a preferred future for their team. Shows enthusiasm for the future. Able to bring the vision to life for their team members.  |  |
| **Conceptual** |
| **Business Thinking** | Sees organization as a series of integrated and interlocking business processes. Understands general business concepts that govern these systems and their interfaces. Understands that change in one area has impacts across the organization. Adept at using interdependencies to synergistic advantage |  |
| **Creativity** | Generates original ideas and encourages new ways of thinking. Able to explore new options and develop innovative alternatives. Finds new ways to look at old problems. Enjoys the creative process. |  |
| **Learning Agility** | Continuously seeks new knowledge. Curious and wants to understand “why”. Learns quickly and uses new information effectively. Creates and fosters a culture of curiosity and learning. |  |
| **Problem Solving & Decision Making** | Able to identify problems, solve them, act decisively and show good judgment. Isolates causes from symptoms and compiles information and alternatives to illuminate problems or issues. Involves others as appropriate in the solution process and gathers insight from multiple sources. Readily commits to action and makes decisions that reflect sound judgment. |  |
| **Self- Objectivity** | In touch with his/her personal strengths and limitations and works toward improving his/her weaknesses. Aware of the impact of their own behavior on others. Values self-knowledge and continually seeks to improve. Willingly solicits feedback and uses it for self-improvement. |  |
| **Personal** |
| **Adaptability** | Adapts quickly and positively to change. Open to and actively solicits new ideas and opinions.  |  |
| **Composure** | Maintains emotional control, even under ambiguous or stressful circumstances. Demonstrates emotions appropriate to the situation and continues to perform steadily and effectively. |  |
| **Energy** | Has the stamina and endurance to handle the substantial workload managers confront. Able to maintain a fast pace and still produce quality outputs even under exhausting circumstances.  |  |
| **High Standards** | Models standards that lead to quality results. Pays high attention to detail. Seeks to improve processes and work products. Holds staff and others accountable for quality. Pursues best practices. |  |
| **Initiative** | Proactively takes action without being prompted. Sees a need, takes responsibility and acts on it. Makes things happen.  |  |
| **Positive Impact** | Makes a positive impression on others. Personable. Self confident, generally likeable. Optimistic and enthusiastic about what they do. Their excitement is contagious and energizing. A consistently positive outlook.  |  |
| **Integrity** | Thinks and acts ethically and honestly. Applies ethical standards of behavior to daily work activities. Takes responsibility for their actions.  |  |
| **Results Orientation** | Clear and consistent focus on outcomes and accomplishments. Motivated by achievement and persist until goals are reached. Conveys appropriate sense of urgency within the organization.  |  |

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| **Capabilities** |
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