# State of Nebraska Performance Review Competencies

*Based on Lominger's Competencies*

***Consult your Occupational Framework for guidance on which competencies are most applicable and relevant to your position.***

## 1. Action Oriented

Enjoys working hard; is action oriented and full of energy for the things he/she sees as challenging; not fearful of acting with a minimum of planning; seizes more opportunities than others.

**Skilled:**

- Seizes opportunities quickly without needing perfect plans.
- Energized by challenges and works hard to overcome them.
- Makes quick decisions and acts confidently, even with limited information.
- Maintains momentum, tackling multiple tasks at once.
- Motivates others through their drive and enthusiasm.

**Unskilled:**

- Hesitates before acting, waiting for more information or a perfect plan.
- Lacks energy and avoids challenges or difficult tasks.
- Struggles to make decisions quickly and overanalyzes.
- Feels overwhelmed when managing multiple tasks.
- Gives up easily when facing obstacles or setbacks.

## 2. Dealing With Ambiguity

Can effectively cope with change; can shift gears comfortably; can decide and act without having the total picture; isn't upset when things are up in the air; doesn't have to finish things before moving on; can comfortably handle risk and uncertainty.

**Skilled:**

- Embraces change and quickly adapts to new circumstances.
- Comfortable making decisions even with incomplete information.
- Can move forward and take action without needing everything figured out.
- Remains calm and focused when things are uncertain or unclear.
- Easily handles risk, uncertainty, and ambiguity without getting stressed.
- Juggles multiple shifting priorities and can adjust without losing momentum.

**Unskilled:**

- Struggles with change and resists adjusting to new situations.
- Hesitant to make decisions without having all the details.
- Sticks to a task until it's fully complete, even when new priorities emerge.
- Gets anxious or frustrated when things are unclear or unpredictable.
- Avoids risk and uncertainty, preferring clear direction and structure.
- Has difficulty managing shifting priorities and feels overwhelmed by unpredictability.

### 3. Approachability

Is easy to approach and talk to; spends the extra effort to put others at ease; can be warm, pleasant, and gracious; is sensitive to and patient with the interpersonal anxieties of others; builds rapport well; is a good listener; is an early knower, getting informal and incomplete information in time to do something about it.

**Skilled:**

- Approachable and creates a comfortable environment.
- Puts others at ease with warm, friendly interactions.
- Patient and sensitive to social anxieties.
- Builds rapport quickly and actively listens.
- Picks up on early, informal cues and acts proactively.

**Unskilled:**

- Comes across as distant or unapproachable.
- Struggles to put others at ease, leading to awkward interactions.
- Lacks patience with social nervousness.
- Has difficulty building rapport or meaningful connections.
- Fails to listen actively, missing early cues.

### 4. Boss Relationships

Responds and relates well to bosses; would work harder for a good boss; is open to learning from bosses who are good coaches and who provide latitude; likes to learn from those who have been there before; easy to challenge and develop; is comfortably coachable.

**Skilled:**

- Builds positive, trusting relationships with bosses.
- Motivated by supportive leadership.
- Open to feedback and coaching for growth.
- Values learning from experienced leaders.
- Comfortable being challenged and developed.
- Responds well to coaching without defensiveness.

**Unskilled:**

- Struggles to connect or communicate with bosses.
- Lacks motivation without strong leadership.
- Resists feedback or coaching.
- Misses learning from experienced leaders.
- Becomes defensive when challenged.
- Has difficulty accepting constructive criticism.

**5. Business Acumen**

Knows how businesses work; knowledgeable in current and possible future policies, practices, trends, and information affecting his/her business and organization; knows the competition; is aware of how strategies and tactics work in the marketplace

**Skilled:**

- Understands business operations and key drivers.
- Stays current on industry trends and policies.
- Knows the competitive landscape.
- Applies strategic thinking to achieve goals.
- Anticipates market changes and challenges.
- Makes informed, big-picture decisions.

**Unskilled:**

- Limited understanding of business dynamics.
- Unfamiliar with industry trends and policies.
- Lacks awareness of competition.
- Struggles to apply strategic thinking.
- Misses emerging challenges and opportunities.
- Makes decisions without broader context.

**6. Career Ambition**

Knows what he/she wants from a career and actively works on it; is career knowledgeable; makes things happen for self; markets self for opportunities; doesn't wait for others to open doors.

**Skilled:**

- Has a clear career vision and actively pursues goals.
- Continuously builds skills for long-term growth.
- Proactively creates and seeks opportunities.
- Markets themselves effectively.
- Consistently seeks new challenges.

**Unskilled:**

- Lacks a clear career direction.
- Doesn't prioritize skill development.
- Waits for opportunities rather than creating them.
- Fails to market their strengths.
- Stays within their comfort zone.

7. **Caring About Direct Reports**

Is interested in the work and non-work lives of direct reports; asks about their plans, problems, and desires; knows about their concerns and questions; is available for listening to personal problems; monitors workloads and appreciates extra effort.

**Skilled:**

- Shows genuine interest in team members' work and personal lives.
- Regularly checks in on goals, concerns, and well-being.
- Listens actively and provides support when needed.
- Monitors workloads and appreciates extra effort.
- Builds trust through personal connection and support.

**Unskilled:**

- Lacks interest in team members' personal lives.
- Rarely checks in on goals or challenges.
- Avoids listening to personal concerns.
- Overlooks workload balance and extra effort.
- Struggles to build trust and rapport.

8. **Comfort Around Higher Management**

Can deal comfortably with more senior managers; can present to more senior managers without undue tension and nervousness; understands how senior managers think and work; can determine the best way to get things done with them by talking their language and responding to their needs; can craft approaches likely to be seen as appropriate and positive.

**Skilled:**

- Confident and composed with senior leaders.
- Understands executive priorities and communication styles.
- Tailors messages to resonate with senior leaders.
- Presents ideas clearly and effectively.
- Builds rapport and influences decisions at higher levels.

**Unskilled:**

- Nervous or awkward with senior leaders.
- Misunderstands executive priorities and concerns.
- Struggles to tailor communication for impact.
- Lacks confidence in presenting to higher-ups.
- Misses opportunities to influence decisions.

**9. Command Skills**

Relishes leading; takes unpopular stands if necessary; encourages direct and tough debate but isn't afraid to end and move on; is looked to for direction in a crisis; faces adversity head on; energized by tough challenges.

**Skilled:**

- Thrives in leadership roles, even in tough situations.
- Takes firm stands when necessary.
- Encourages direct debate but knows when to move on.
- Provides clear direction in crises.
- Faces adversity head-on, inspiring confidence.
- Energized by tough challenges.

**Unskilled:**

- Avoids leadership roles or tough decisions.
- Hesitates to take a stand when needed.
- Struggles to lead difficult conversations.
- Lacks clarity in crises, creating uncertainty.
- Avoids confrontation, letting problems grow.
- Feels overwhelmed by challenges.

**10. Compassion**

Genuinely cares about people; is concerned about their work and non-work problems; is available and ready to help; is sympathetic to the plight of others not as fortunate; demonstrates real empathy with the joys and pains of others.

**Skilled:**

- Genuinely cares about others, both personally and professionally.
- Readily offers help and support.
- Shows empathy and understanding.
- Actively listens and provides comfort.
- Demonstrates warmth in all interactions.

**Unskilled:**

- Dismisses others' concerns or struggles.
- Rarely offers support when needed.
- Lacks empathy or understanding.
- Focuses more on tasks than relationships.
- Appears cold or unapproachable.

**11. Composure**

Is cool under pressure; does not become defensive or irritated when times are tough; is considered mature; can be counted on to hold things together during tough times; can handle stress; is not knocked off balance by the unexpected; doesn't show frustration when resisted or blocked; is a settling influence in a crisis.

**Skilled:**

- Stays calm and focused under pressure.
- Handles adversity with grace and maturity.
- Maintains control in crises.
- Stays balanced in the face of uncertainty.
- Acts as a calming influence.

**Unskilled:**

- Easily flustered or defensive under stress.
- Reacts impulsively or emotionally.
- Struggles to keep control in tough situations.
- Knocked off balance by the unexpected.
- Adds to the chaos rather than calming it.

**12. Conflict Management**

Steps up to conflicts, seeing them as opportunities; reads situations quickly; good at focused listening; can hammer out tough agreements and settle disputes equitably; can find common ground and get cooperation with minimum noise.

**Skilled:**

- Steps up to conflicts as growth opportunities.
- Quickly assesses situations and underlying issues.
- Listens actively and with intention.
- Resolves disputes fairly and effectively.
- Finds common ground with minimal disruption.

**Unskilled:**

- Avoids or hesitates to address conflicts.
- Struggles to read situations accurately.
- Fails to listen fully, missing key concerns.
- Has difficulty reaching fair resolutions.
- Prolongs disputes or escalates tension.

## 13. Confronting Direct Reports

Deals with problem direct reports firmly and in a timely manner; doesn't allow problems to fester; regularly reviews performance and holds timely discussions; can make negative decisions when all other efforts fail; deals effectively with troublemakers.

**Skilled:**

- Quickly addresses performance issues, preventing escalation.
- Regularly holds performance reviews and constructive discussions.
- Handles difficult employees firmly and professionally.
- Makes tough decisions when needed.
- Maintains accountability and clear expectations.

**Unskilled:**

- Avoids or delays addressing problems, allowing them to grow.
- Fails to provide regular feedback or performance reviews.
- Hesitates to make tough decisions, hoping issues resolve themselves.
- Struggles to manage disruptive behavior.
- Lacks consistent accountability for performance.

## 14. Creativity

Comes up with a lot of new and unique ideas; easily makes connections among previously unrelated notions; tends to be seen as original and value-added in brainstorming settings.

**Skilled:**

- Consistently generates innovative ideas.
- Connects unrelated concepts for unique solutions.
- Contributes valuable insights in brainstorming.
- Seeks opportunities to innovate and improve.
- Encourages a creative culture within the team.

**Unskilled:**

- Relies on traditional solutions, struggling with new ideas.
- Fails to make connections between different concepts.
- Rarely contributes original input in creative settings.
- Sticks to established processes, lacking innovation.
- Hesitates to propose new ideas, relying on others.

**15. Customer Focus**

Is dedicated to meeting the expectations and requirements of internal and external customers; gets first-hand customer information and uses it for improvements in products and services; acts with customers in mind; establishes and maintains effective relationships with customers and gains their trust and respect.

**Skilled:**

- Consistently meets customer expectations.
- Seeks and uses customer feedback for improvement.
- Puts customers first, providing exceptional service.
- Builds strong, trusting relationships.
- Anticipates needs and delivers proactive solutions.

**Unskilled:**

- Often misses customer expectations.
- Fails to seek or use customer feedback.
- Prioritizes internal needs over customer requirements.
- Struggles to build trust and effective relationships.
- Reacts to problems rather than anticipating them.

**16. Timely Decision Making**

Makes decisions in a timely manner, sometimes with incomplete information and under tight deadlines and pressure; able to make a quick decision.

**Skilled:**

- Makes quick, confident decisions under pressure.
- Balances speed with accuracy, avoiding over-analysis.
- Chooses action over hesitation, even with limited information.
- Adjusts as new information arises without stalling progress.
- Keeps teams moving by making prompt, effective choices.

**Unskilled:**

- Delays decisions, slowing progress.
- Struggles with uncertainty, becoming overly cautious.
- Misses opportunities due to hesitation.
- Relies too much on others for direction.
- Fails to act quickly when needed.

**17. Decision Quality**

Makes good decisions (without considering how much time it takes) based upon a mixture of analysis, wisdom, experience, and judgment; most of his/her solutions and suggestions turn out to be correct and accurate when judged over time; sought out by others for advice and solutions.

**Skilled:**

- Consistently makes sound, well-informed decisions.
- Balances analysis, experience, and judgment effectively.
- Known for accurate, long-lasting decisions.
- Sought out for advice due to a strong track record.
- Learns from past decisions to refine judgment.

**Unskilled:**

- Frequently makes poor or shortsighted choices.
- Struggles to filter good information from bad.
- Lacks the experience for confident decision-making.
- Often second-guesses, leading to inconsistency.
- Not seen as a reliable source of advice.

**18. Delegation**

Clearly and comfortably delegates both routine and important tasks and decisions; broadly shares both responsibility and accountability; tends to trust people to perform; lets direct reports finish their own work.

**Skilled:**

- Comfortably and clearly delegates tasks, trusting others to take ownership.
- Shares both responsibility and accountability, empowering team members.
- Provides clear expectations and support but allows autonomy.
- Avoids micromanaging, trusting direct reports to complete their work.
- Frees up time for higher-level tasks by effectively distributing workload.

**Unskilled:**

- Struggles to let go of control, holding onto tasks that could be delegated.
- Fails to share responsibility, leading to overwork and burnout.
- Micromanages or constantly checks in, undermining team confidence.
- Avoids delegating critical tasks, limiting team growth and development.
- Creates bottlenecks by insisting on personally handling routine decisions.

**19. Developing Direct Reports**

Provides challenging and stretching tasks and assignments; holds frequent development discussions; is aware of each direct report's career goals; constructs compelling development plans and executes them; pushes direct reports to accept developmental moves; will take direct reports who need work; is a people builder.

**Skilled:**

- Provides challenging assignments that promote growth.
- Holds regular, meaningful career development discussions.
- Creates and follows through on personalized development plans.
- Encourages team members to take on stretch roles and assignments.
- Invests in building people, offering coaching and mentorship.

**Unskilled:**

- Neglects the development of direct reports, leading to stagnation.
- Avoids tough conversations about career growth.
- Fails to challenge team members, keeping them in comfort zones.
- Struggles to create or implement development plans.
- Hesitates to invest in employees needing growth or skill-building.

**20. Directing Others**

Is good at establishing clear directions; sets stretching objectives; distributes the workload appropriately; lays out work in a well-planned and organized manner; maintains two-way dialogue with others on work and results; brings out the best in people; is a clear communicator.

**Skilled:**

- Sets clear, challenging goals with precise directions.
- Distributes workload fairly and effectively.
- Maintains two-way communication on progress and expectations.
- Organizes work logically, keeping teams on track.
- Inspires and supports others to perform their best.
- Communicates vision clearly and motivates the team.

**Unskilled:**

- Gives unclear directions, causing confusion.
- Imbalances workload, overloading some and underusing others.
- Provides little feedback, causing communication gaps.
- Poorly organizes work, missing deadlines or creating chaos.
- Fails to motivate or inspire, leading to low performance.
- Communicates unclearly, leaving expectations vague.

**21. Managing Diversity**

Manages all kinds and classes of people equitably; deals effectively with all races, nationalities, cultures, disabilities, ages and both sexes; hires variety and diversity without regard to class; supports equal and fair treatment and opportunity for all.

**Skilled:**

- Treats all individuals fairly, valuing diverse backgrounds.
- Actively promotes inclusion and diversity.
- Hires and develops talent from varied perspectives.
- Supports equal opportunities and fosters respect.
- Appreciates strengths diverse teams bring.
- Is culturally aware and sensitive.

**Unskilled:**

- Struggles to manage diverse teams effectively.
- Fails to promote inclusivity or address bias.
- Shows favoritism or excludes groups unintentionally.
- Lacks cultural awareness, causing misunderstandings.
- Misses benefits of diverse viewpoints.
- Does not actively support fairness and equality.

**22. Ethics and Values**

Adheres to an appropriate (for the setting) and effective set of core values and beliefs during both good and bad times; acts in line with those values; rewards the right values and disapproves of others; practices what he/she preaches.

**Skilled:**

- Acts with integrity consistently, even under pressure.
- Rewards ethical behavior; holds others accountable.
- Sets a strong example, building trust and transparency.
- Communicates importance of ethics clearly.
- Aligns actions with words consistently.
- Respected as a moral leader.

**Unskilled:**

- Inconsistent in upholding values under pressure.
- Ignores unethical behavior, harming morale.
- Lacks transparency, fostering distrust.
- Fails to model ethical behavior clearly.
- Says one thing, does another (credibility gap).
- Prioritizes short-term gains over integrity.

**23. Fairness to Direct Reports**

Treats direct reports equitably; acts fairly; has candid discussions; doesn't have hidden agenda; doesn't give preferential treatment.

**Skilled:**

- Treats all team members equitably, without favoritism.
- Maintains open, honest communication, building trust.
- Operates transparently, without hidden agendas.
- Bases decisions on merit and performance, not personal bias.
- Fosters a fair, inclusive work environment.

**Unskilled:**

- Shows favoritism, creating resentment among team members.
- Avoids tough conversations, eroding trust.
- Operates with hidden agendas, undermining morale.
- Lacks consistency in expectations, creating unfairness.
- Struggles to create an inclusive, equitable workplace.

**24. Functional/Technical Skills**

Has the functional and technical knowledge and skills to do the job at a high level of accomplishment.

**Skilled:**

- Possesses deep, specialized knowledge, excelling in their field.
- Quickly learns new skills and stays current with industry trends.
- Acts as a technical expert, providing accurate guidance.
- Effectively applies technical knowledge to solve complex problems.
- Mentors others, helping them build technical competence.

**Unskilled:**

- Lacks essential technical skills, limiting effectiveness.
- Falls behind on trends, reducing long-term impact.
- Struggles to solve complex problems due to knowledge gaps.
- Overly reliant on others for technical guidance.
- Misses opportunities to build technical depth within the team.

**25. Hiring and Staffing**

Has a nose for talent; hires the best people available from inside or outside; is not afraid of selecting strong people; assembles talented staffs.

**Skilled:**

- Identifies and selects high-potential talent, both internally and externally.
- Builds strong, diverse teams with complementary skills.
- Embraces strong personalities, valuing diverse perspectives.
- Focuses on long-term fit, not just immediate needs.
- Balances technical expertise with cultural fit, enhancing team dynamics.

**Unskilled:**

- Struggles to identify top talent, leading to poor hiring decisions.
- Hesitates to hire strong performers, fearing competition.
- Fails to create balanced teams, resulting in skill gaps.
- Relies too heavily on gut instinct, missing key indicators.
- Overlooks red flags, leading to costly hiring mistakes.

**26. Humor**

Has a positive and constructive sense of humor; can laugh at him/herself and with others; is appropriately funny and can use humor to ease tension.

**Skilled:**

- Has a positive, constructive sense of humor, building rapport and easing tension.
- Can laugh at themselves, creating a relaxed, approachable atmosphere.
- Uses humor appropriately, balancing professionalism with lightheartedness.
- Breaks down barriers, fostering strong team connections.
- Contributes to positive team morale through a good-natured approach.

**Unskilled:**

- Struggles to use humor effectively, often coming off as awkward or out of touch.
- Fails to find the lighter side, contributing to a tense atmosphere.
- Uses humor inappropriately, making others uncomfortable.
- Takes themselves too seriously, missing opportunities to connect.
- Lacks timing or context, leading to unintentional offense.

**27. Informing**

Provides the information people need to know to do their jobs and to feel good about being a member of the team, unit, and/or the organization; provides individuals information so that they can make accurate decisions; is timely with information.

**Skilled:**

- Consistently provides timely, accurate information, keeping the team informed.
- Proactively shares critical updates, reducing uncertainty and building trust.
- Anticipates the information needs of others, minimizing surprises.
- Provides clear, relevant context, aiding better decision-making.
- Promotes transparency, fostering a culture of openness.

**Unskilled:**

- Fails to keep others in the loop, causing misunderstandings or missed opportunities.
- Shares information too late or inconsistently, creating roadblocks.
- Lacks transparency, eroding trust within the team.
- Assumes others have the information they need, leading to costly mistakes.
- Struggles to provide clear communication, resulting in confusion.

**28. Innovation Management**

Is good a bringing the creative ideas of others to market; has good judgment about which creative ideas and suggestions will work; has a sense about managing the creative process of others; can facilitate effective brainstorming; can project how potential ideas may play out in the marketplace.

**Skilled:**

- Recognizes and cultivates promising ideas, guiding them to execution.
- Facilitates effective brainstorming, encouraging diverse input.
- Balances creativity with practicality, selecting impactful ideas.
- Anticipates trends, aligning innovation with customer needs.
- Fosters a creative environment, valuing fresh thinking and risk-taking.

**Unskilled:**

- Struggles to identify or promote innovative ideas, relying on the status quo.
- Fails to support creative thinking, stifling potential breakthroughs.
- Misses market opportunities by dismissing unconventional ideas.
- Lacks judgment about which ideas will succeed, wasting resources.
- Struggles to connect ideas to business goals, reducing effectiveness.

**29. Integrity and Trust**

Is widely trusted; is seen as a direct, truthful individual; can present the unvarnished truth in an appropriate and helpful manner; keeps confidences; admits mistakes; doesn't misrepresent him/herself for personal gain.

**Skilled:**

- Widely respected for honesty and transparency, building strong, trusting relationships.
- Keeps confidences, demonstrating reliability and loyalty.
- Admits mistakes openly, taking responsibility for actions.
- Speaks the truth in a constructive and respectful manner.
- Consistently aligns actions with words, earning a reputation for integrity.

**Unskilled:**

- Struggles to build trust, often seen as insincere or unreliable.
- Fails to keep promises or maintain confidentiality, eroding credibility.
- Avoids admitting mistakes, shifting blame or making excuses.
- Sugarcoats or withholds critical information, leading to distrust.
- Lacks consistency in behavior, creating confusion and mistrust.

**30. Intellectual Horsepower**

Is bright and intelligent; deals with concepts and complexity comfortably; described as intellectually sharp, capable, and agile.

**Skilled:**

- Quickly grasps complex concepts, demonstrating sharp analytical skills.
- Excels at solving difficult problems, making connections others might miss.
- Thinks strategically, considering both the big picture and the fine details.
- Learns rapidly, adapting to new challenges with ease.
- Is a sought-after thinker, relied upon for insight and high-level analysis.

**Unskilled:**

- Struggles to understand complex ideas, relying heavily on others for guidance.
- Fails to connect abstract concepts, missing important insights.
- Lacks the agility to adapt to rapidly changing situations or information.
- Has difficulty keeping up with more intellectually demanding roles.
- Often overwhelmed by complex problems, slowing decision-making.

**31. Interpersonal Savvy**

Relates well to all kinds of people, up, down, and sideways, inside and outside the organization; builds appropriate rapport; builds constructive and effective relationships; uses diplomacy and tact; can diffuse even high-tension situations comfortably.

**Skilled:**

- Easily builds rapport with people at all levels, inside and outside the organization.
- Uses diplomacy and tact, navigating complex interpersonal situations effectively.
- Reads social cues accurately, adjusting their approach as needed.
- Handles high-tension situations calmly, defusing conflicts effectively.
- Builds strong, positive relationships, promoting collaboration and trust.

**Unskilled:**

- Struggles to connect with others, coming off as distant or awkward.
- Lacks tact, occasionally speaking at the wrong time or in the wrong tone.
- Misses social cues, leading to misunderstandings or strained relationships.
- Escalates tensions rather than diffusing them, creating conflict.
- Finds it challenging to build a network of supportive colleagues.

**32. Learning on the Fly**

Learns quickly when facing new problems; a relentless and versatile learner; open to change; analyzes both successes and failures for clues to improvement; experiments and will try anything to find solutions; enjoys the challenge of unfamiliar tasks; quickly grasps the essence and the underlying structure of anything.

**Skilled:**

- Quickly absorbs new information and adapts to changing circumstances.
- Tackles unfamiliar challenges with curiosity and confidence.
- Learns from both successes and failures, continuously improving.
- Experiments with different approaches to find effective solutions.
- Thrives in unpredictable, high-pressure situations, quickly grasping new concepts.

**Unskilled:**

- Struggles to adapt to new problems, relying on familiar methods.
- Resists change, preferring routine and predictability.
- Fails to learn from mistakes, repeating the same errors.
- Requires extensive guidance to grasp new concepts.
- Becomes overwhelmed by rapid change or unfamiliar tasks.

**33. Listening**

Practices attentive and active listening; has the patience to hear people out; can accurately restate the opinions of others even when he/she disagrees.

**Skilled:**

- Pays full attention during conversations, making others feel heard and valued.
- Can accurately restate others' perspectives, even when they disagree.
- Has the patience to listen without interrupting, building trust and understanding.
- Reads between the lines, picking up on unspoken concerns or emotions.
- Uses active listening to strengthen relationships and resolve conflicts.

**Unskilled:**

- Frequently interrupts or talks over others, missing key points.
- Listens to respond, rather than to understand, leading to miscommunication.
- Struggles to accurately recall what others have said, leading to mistakes.
- Appears disinterested or distracted, damaging relationships.
- Misses subtle cues, failing to grasp the full context of conversations.

**34. Managerial Courage**

Doesn't hold back anything that needs to be said; provides current, direct, complete, and "actionable" positive and corrective feedback to others; lets people know where they stand; faces up to people problems on any person or situation (not including direct reports) quickly and directly; is not afraid to take negative action when necessary.

**Skilled:**

- Speaks up promptly, addressing issues directly and clearly.
- Provides actionable, balanced feedback, supporting both growth and accountability.
- Tackles tough conversations without hesitation, standing up for their team.
- Sets clear expectations and holds others accountable for their actions.
- Faces conflict confidently, maintaining integrity and respect.

**Unskilled:**

- Avoids difficult conversations, allowing problems to persist.
- Struggles to provide honest feedback, softening messages to avoid conflict.
- Hesitates to address poor performance, undermining accountability.
- Is seen as passive or conflict-averse, reducing team trust.
- Fails to make tough decisions, leading to inconsistency and frustration.

**35. Managing and Measuring Work**

Clearly assigns responsibility for tasks and decisions; sets clear objectives and measures; monitors process, progress, and results; designs feedback loops into work.

**Skilled:**

- Clearly defines roles, responsibilities, and expectations for team members.
- Sets measurable goals and tracks progress regularly.
- Designs effective feedback loops, using data to drive improvements.
- Holds people accountable for their contributions to team goals.
- Continuously refines processes to improve efficiency and outcomes.

**Unskilled:**

- Assigns tasks without clear expectations, leading to confusion.
- Fails to measure progress, missing opportunities for early course corrections.
- Provides inconsistent or unclear feedback, reducing team effectiveness.
- Struggles to set meaningful goals, resulting in a lack of direction.
- Lacks a structured approach to managing work, leading to missed deadlines.

**36. Organizing**

Can marshal resources (people, funding, material, support) to get things done; can orchestrate multiple activities at once to accomplish a goal; uses resources effectively and efficiently arranges information and files in a useful manner.

**Skilled:**

- Efficiently marshals resources to achieve complex goals.
- Juggles multiple priorities without losing track of key tasks.
- Develops clear, organized systems for managing information and resources.
- Anticipates resource needs, minimizing delays and bottlenecks.
- Is seen as highly organized, keeping projects on track even under pressure.

**Unskilled:**

- Struggles to coordinate resources, leading to inefficiencies.
- Becomes overwhelmed by multiple tasks, missing critical details.
- Lacks effective systems for organizing files and information.
- Has trouble prioritizing, often focusing on the wrong tasks.
- Creates disorganized work environments, reducing overall productivity.

**37. Motivating Others**

Creates a climate in which people want to do their best; can motivate many kinds of direct reports and team or project members; can assess each person's hot button and use it to get the best out of him/her; pushes tasks and decisions down; empowers others; invites input from each person and shares ownership and visibility; makes each individual feel his/her work is important; is someone people like working for and with.

**Skilled:**

- Creates a positive, high-energy work environment.
- Understands individual motivators, tailoring support to each person.
- Empowers others, delegating meaningful tasks and fostering ownership.
- Builds a sense of purpose and pride, increasing team engagement.
- Inspires loyalty and attracts strong talent through supportive leadership.

**Unskilled:**

- Struggles to energize the team, leading to low morale.
- Fails to recognize individual contributions, reducing engagement.
- Micromanages, stifling creativity and initiative.
- Lacks focus on shared purpose, resulting in disengagement.
- Is seen as indifferent or disconnected, increasing turnover.

**38. Negotiating**

Can negotiate skillfully in tough situations with both internal and external groups; can settle differences with minimum noise; can win concessions without damaging relationships; can be both direct and forceful as well as diplomatic; gains trust quickly of other parties to the negotiations; has a good sense of timing.

**Skilled:**

- Balances assertiveness with diplomacy, preserving relationships.
- Reads the room effectively, adapting tactics to the situation.
- Finds creative, win-win solutions that build long-term trust.
- Gains trust quickly, creating a collaborative negotiation atmosphere.
- Times negotiations well, leveraging key moments effectively.

**Unskilled:**

- Struggles to find common ground, escalating conflicts unnecessarily.
- Lacks patience or tact, damaging relationships.
- Gives in too easily or demands too much, compromising outcomes.
- Fails to prepare, missing critical leverage points.
- Is often blindsided by others' tactics, resulting in unfavorable deals.

**39. Organizational Agility**

Knowledgeable about how organizations work; knows how to get things done both through formal channels and the informal network; understands the origin and reasoning behind key policies, practices, and procedures; understands the cultures of organizations.

**Skilled:**

- Navigates both formal structures and informal networks effectively.
- Understands cultural nuances, aligning actions with organizational values.
- Knows who to involve to drive decisions quickly.
- Anticipates and avoids common roadblocks.
- Leverages internal processes to accelerate results.

**Unskilled:**

- Struggles to work within established norms, clashing with the organization's culture.
- Fails to identify key decision-makers, slowing progress.
- Lacks political savvy, missing opportunities for influence.
- Over-relies on formal processes, limiting flexibility.
- Is seen as disconnected from the broader organizational context.

**40. Dealing With Paradox**

Can act in ways that seem contradictory; is very flexible and adaptable when facing tough calls; can combine seeming opposites like being compassionately tough, stand up for self without trampling others, set strong but flexible standards; can act differently depending upon the situation; is seen as balanced despite the conflicting demands of the situation.

**Skilled:**

- Balances competing demands without losing core focus.
- Adapts quickly in complex, conflicting situations.
- Makes tough decisions with both compassion and firmness.
- Adjusts behavior based on context, maintaining flexibility.
- Is seen as composed and effective in high-pressure, contradictory environments.

**Unskilled:**

- Struggles with conflicting demands, becoming stuck or indecisive.
- Is too rigid or passive, failing to adjust to changing circumstances.
- Creates confusion with inconsistent behavior.
- Lacks awareness of when to adapt, leading to missed opportunities.
- Is seen as reactive and unable to manage complex challenges.

**41. Patience**

Is tolerant with people and processes; listens and checks before acting; tries to understand the people and the data before making judgments and acting; waits for others to catch up before acting; sensitive to due process and proper pacing; follows established
process.

**Skilled:**

- Listens thoroughly before acting, ensuring well-informed decisions.
- Tolerates diverse work styles and paces, accommodating others' needs.
- Assesses situations fully before responding, avoiding hasty mistakes.
- Maintains composure during delays or setbacks.
- Encourages steady, thoughtful progress without rushing others.

**Unskilled:**

- Acts impulsively, often without enough information.
- Lacks tolerance for slower processes, rushing decisions.
- Becomes easily frustrated when progress is slow.
- Overlooks the value of patience, leading to mistakes.
- Is seen as intolerant or impatient, straining relationships.

**42. Peer Relationships**

Can quickly find common ground and solve problems for the good of all; can represent his/her own interests and yet be fair to other groups; can solve problems with peers with a minimum of noise; is seen as a team player and is cooperative; easily gains trust and support of peers; encourages collaboration; can be candid with peers.

**Skilled:**

- Builds strong, cooperative relationships with colleagues.
- Facilitates collaboration, mediating conflicts effectively.
- Balances personal interests with the greater good of the team.
- Earns the trust and support of peers, fostering a network of allies.
- Encourages open dialogue, providing candid, constructive feedback.

**Unskilled:**

- Struggles to connect with peers, often working in silos.
- Creates unnecessary tension through poor communication.
- Has difficulty resolving conflicts, leading to unresolved issues.
- Is seen as self-serving, undermining collaboration.
- Avoids difficult conversations, missing opportunities for improvement.

**43. Perseverance**

Pursues everything with energy, drive, and a need to finish; seldom gives up before finishing, especially in the face of resistance or setbacks.

**Skilled:**

- Tackles challenges with relentless energy and focus.
- Pushes through setbacks, maintaining momentum until goals are achieved.
- Demonstrates resilience, overcoming obstacles with determination.
- Follows through on projects, even when tedious or difficult.
- Sets a high standard for persistence, inspiring others with their tenacity.

**Unskilled:**

- Gives up easily when faced with resistance or challenges.
- Lacks the stamina to complete long-term projects.
- Becomes discouraged by setbacks, struggling to stay motivated.
- Fails to follow through, leading to unfinished tasks.
- Is seen as inconsistent or unreliable in delivering results.

**44. Personal Disclosure**

Shares his/her thoughts about personal strengths, weaknesses, and limitations; admits mistakes and shortcomings; is open about personal beliefs and feelings; is easy to get to know for those who interact with him/her regularly.

**Skilled:**

- Shares personal insights, building trust and transparency.
- Is open about strengths and weaknesses, demonstrating humility and self-awareness.
- Encourages authentic connections by being vulnerable and relatable.
- Admits mistakes, fostering a culture of honesty and growth.
- Creates an open environment where others feel comfortable sharing.

**Unskilled:**

- Keeps personal struggles hidden, creating barriers to connection.
- Avoids admitting mistakes, deflecting blame or responsibility.
- Lacks self-awareness, missing opportunities for personal growth.
- Is perceived as distant or guarded, limiting trust and collaboration.
- Avoids vulnerability, reducing opportunities for meaningful feedback.

**45. Personal Learning**

Picks up on the need to change personal, interpersonal, and managerial behavior quickly; watches others for their reactions to his/her attempts to influence and perform, and adjusts; seeks feedback; is sensitive to changing personal demands and requirements and changes accordingly.

**Skilled:**

- Quickly adapts to new challenges, learning from both success and failure.
- Seeks feedback and uses it to improve performance and relationships.
- Continuously pursues personal and professional growth.
- Adjusts behavior based on changing demands, demonstrating flexibility.
- Is seen as a proactive learner, constantly evolving to meet new challenges.

**Unskilled:**

- Struggles to adjust based on feedback, repeating past mistakes.
- Avoids personal reflection, missing growth opportunities.
- Resists change, sticking to outdated methods even when ineffective.
- Fails to seek or act on constructive feedback, limiting improvement.
- Is seen as rigid or unresponsive, frustrating colleagues and leaders.

**46. Perspective**

Looks toward the broadest possible view of an issue/challenge; has broad-ranging personal and business interests and pursuits; can easily pose future scenarios; can think globally; can discuss multiple aspects and impacts of issues and project them into the future.

**Skilled:**

- Sees the big picture, considering long-term impacts and broader implications.
- Thinks strategically, integrating diverse viewpoints and potential future scenarios.
- Synthesizes complex information to form well-rounded, forward-looking insights.
- Anticipates long-term outcomes, balancing immediate needs with future impacts.
- Has wide-ranging interests, enriching decision-making with diverse perspectives.

**Unskilled:**

- Focuses only on short-term issues, missing broader context.
- Struggles to think beyond personal or departmental concerns.
- Fails to anticipate long-term consequences, often reacting instead of planning.
- Lacks curiosity, limiting their ability to consider different viewpoints.
- Gets stuck in a single perspective, missing alternative approaches.

**47. Planning**

Accurately scopes out length and difficulty of tasks and projects; sets objectives and goals; breaks down work into the process steps; develops schedules and task/people assignments; anticipates and adjusts for problems and roadblocks; measures performance against goals; evaluates results.

**Skilled:**

- Breaks complex projects into clear, actionable steps.
- Sets realistic goals, timelines, and resource allocations.
- Anticipates potential roadblocks, adjusting plans proactively.
- Tracks progress against objectives, refining plans as needed.
- Learns from past outcomes to improve future planning.

**Unskilled:**

- Struggles to organize tasks, missing deadlines or losing focus.
- Jumps into projects without a coherent plan, leading to confusion.
- Fails to anticipate challenges, often caught off-guard.
- Overlooks critical details, creating inefficiencies.
- Rarely measures progress, missing opportunities for improvement.

**48. Political Savvy**

Can maneuver through complex political situations effectively and quietly; is sensitive to how people and organizations function; anticipates where the land mines are and plans his/her approach accordingly; views corporate politics as a necessary part of organizational life and works to adjust to that reality; is a maze-bright
person.

**Skilled:**

- Navigates organizational dynamics with tact and strategic insight.
- Understands power structures and key influencers, adapting approaches accordingly.
- Anticipates political challenges, minimizing conflicts while achieving goals.
- Discreetly manages relationships, building support without creating friction.
- Recognizes politics as a natural part of organizational life, acting accordingly.

**Unskilled:**

- Misses or misreads political dynamics, leading to strategic errors.
- Acts impulsively without considering long-term consequences.
- Fails to identify key players or power dynamics, reducing influence.
- Avoids politics, missing opportunities for strategic alignment.
- Is often blindsided by hidden agendas, impacting decision-making.

**49. Presentation Skills**

Is effective in a variety of formal presentation settings: one-on-one, small and large groups, with peers, direct reports, and bosses; is effective both inside and outside the organization, on both cool data and hot and controversial topics; commands attention and can manage group processes during the presentation; can change tactics midstream when something isn't working.

**Skilled:**

- Delivers impactful presentations across settings, adapting style for audience size and tone.
- Clearly communicates complex or controversial topics, maintaining engagement.
- Reads the room, adjusting tactics mid-presentation as needed.
- Manages group dynamics, handling interruptions and feedback smoothly.
- Commands attention, creating a lasting impression both internally and externally.

**Unskilled:**

- Struggles to connect with audiences, losing attention or failing to engage.
- Over-reliant on scripts or slides, lacking flexibility in delivery.
- Avoids or mishandles challenging topics, missing opportunities for impact.
- Fails to adjust when presentations aren't landing, leading to disengagement.
- Lacks control over group dynamics, unable to steer conversations effectively.

**50. Priority Setting**

Spends his/her time and the time of others on what's important; quickly zeros in on the critical few and puts the trivial many aside; can quickly sense what will help or hinder accomplishing a goal; eliminates roadblocks; creates focus.

**Skilled:**

- Focuses on high-impact tasks, effectively filtering out distractions.
- Quickly identifies critical priorities, aligning efforts with organizational goals.
- Anticipates obstacles, clearing roadblocks to maintain momentum.
- Balances short-term demands with long-term goals, ensuring sustained progress.
- Engages others in prioritizing effectively, reducing wasted effort.

**Unskilled:**

- Struggles to distinguish critical tasks, often overwhelmed by low-impact work.
- Fails to delegate or defer, spreading focus too thin.
- Frequently misses deadlines due to poor prioritization.
- Focuses on urgent over important, losing sight of strategic goals.
- Gets bogged down in minor details, reducing overall effectiveness.

## 51. Problem Solving

Uses rigorous logic and methods to solve difficult problems with effective solutions; probes all fruitful sources for answers; can see hidden problems; is excellent at honest analysis; looks beyond the obvious and doesn't stop at the first answers.

**Skilled:**

- Uses rigorous analysis to identify root causes and develop effective solutions.
- Probes deeply into problems, uncovering hidden issues.
- Considers multiple approaches, choosing the most sustainable option.
- Learns from past challenges, improving future problem-solving.
- Balances speed with thoroughness, delivering practical outcomes.

**Unskilled:**

- Opts for quick fixes, often missing root causes.
- Overlooks deeper issues, addressing only surface symptoms.
- Struggles to generate creative solutions, defaulting to familiar approaches.
- Fails to consider long-term impacts, leading to repeated problems.
- Lacks patience for thorough analysis, jumping to premature conclusions.

## 52. Process Management

Good at figuring out the processes necessary to get things done; knows how to organize people and activities; understands how to separate and combine tasks into efficient work flow; knows what to measure and how to measure it; can see opportunities for synergy and integration where others can't; can simplify complex processes; gets more out of fewer resources.

**Skilled:**

- Designs and organizes workflows efficiently, breaking tasks into manageable steps.
- Defines and tracks key performance indicators to measure success.
- Identifies and implements opportunities to simplify, integrate, and streamline processes.
- Maximizes productivity by doing more with fewer resources.
- Adapts workflows as needed to meet changing demands.

**Unskilled:**

- Lacks clear process design, causing inefficiencies and confusion.
- Overcomplicates or fails to separate tasks properly, slowing progress.
- Does not track performance or measure success effectively.
- Misses chances to streamline or integrate tasks, leading to waste.
- Resistant to change, falling behind as circumstances evolve.

**53. Drive For Results**

Can be counted on to exceed goals successfully; is constantly and consistently one of the top performers; very bottom-line oriented; steadfastly pushes self and others for results.

**Skilled:**

- Consistently exceeds goals and sets high performance standards.
- Maintains a strong focus on outcomes and bottom-line results.
- Pushes self and others to overcome obstacles and deliver exceptional results.
- Shows urgency, accountability, and resilience under pressure.
- Continuously strives beyond average performance.

**Unskilled:**

- Frequently misses goals and deadlines.
- Lacks urgency and drive, tolerates mediocrity.
- Easily discouraged by challenges and setbacks.
- Avoids accountability and pressure situations.
- Does not motivate self or others to improve performance.

**54. Self-Development**

Is personally committed to and actively works to continuously improve him/herself; understands that different situations and levels may call for different skills and approaches; works to deploy strengths; works on compensating for weakness and limits.

**Skilled:**

- Proactively seeks growth opportunities and skill improvement.
- Embraces feedback and adapts to new demands or roles.
- Balances strengthening skills with addressing weaknesses.
- Committed to lifelong learning and staying current.
- Shows flexibility in applying different approaches as needed.

**Unskilled:**

- Resists feedback and avoids growth opportunities.
- Ignores personal weaknesses or refuses to address them.
- Relies on outdated skills and resists change.
- Avoids challenges requiring new learning.
- Experiences stagnation due to lack of development commitment.

**55. Self-Knowledge**

Knows personal strengths, weaknesses, opportunities, and limits; seeks feedback; gains insights from mistakes; is open to criticism; isn't defensive; is receptive to talking about shortcomings; looks forward to balanced (+'s and -'s) performance reviews and career decisions.

**Skilled:**

- Has clear awareness of personal strengths, weaknesses, opportunities, and limits.
- Actively seeks and values feedback to improve.
- Learns from mistakes and applies insights to avoid repeating them.
- Open and non-defensive when receiving criticism.
- Discusses shortcomings transparently, fostering growth.
- Welcomes balanced performance reviews with positive and negative feedback.

**Unskilled:**

- Lacks awareness of personal abilities and areas for improvement.
- Avoids or reacts defensively to feedback.
- Repeats mistakes without reflection.
- Resistant or negative toward criticism.
- Avoids conversations about weaknesses or development.
- Shies away from performance reviews or career discussions.

**56. Sizing Up People**

Is a good judge of talent; after reasonable exposure, can articulate the strengths and limitations of people inside or outside the organization; can accurately project what people are likely to do across a variety of situations.

**Skilled:**

- Quickly and accurately judges talent, strengths, and limits.
- Predicts how individuals will behave in different situations.
- Identifies development needs and potential challenges.
- Understands who fits best in various roles and environments.
- Uses insights to guide staffing, promotions, and assignments.

**Unskilled:**

- Misjudges people’s strengths and weaknesses.
- Makes poor delegation or staffing decisions.
- Lacks insight into people’s likely behaviors.
- Fails to articulate potential or provide guidance.
- Decisions lead to ineffective team outcomes.

**57. Standing Alone**

Will stand up and be counted; doesn't shirk personal responsibility; can be counted on when times are tough; willing to be the only champion for an idea or position; is comfortable working alone on a tough assignment.

**Skilled:**

- Stands up for ideas or positions, even if unpopular.
- Takes responsibility and is accountable in uncertainty.
- Reliable during tough times, showing courage.
- Champions ideas or causes despite opposition.
- Works independently on difficult tasks with perseverance.

**Unskilled:**

- Avoids asserting ideas; passive in groups.
- Shies from responsibility, especially when risky.
- Hesitates or waits for others in challenges.
- Unwilling to champion right ideas alone.
- Struggles to work independently on hard assignments.

**58. Strategic Agility**

Sees ahead clearly; can anticipate future consequences and trends accurately; has broad knowledge and perspective; is future oriented; can articulately paint credible pictures and visions of possibilities and likelihoods; can create competitive and breakthrough strategies and plans.

**Skilled:**

- Clearly anticipates future trends and consequences with broad perspective.
- Leverages knowledge and data to predict outcomes and plan proactively.
- Thinks forward, creating inspiring visions that align and motivate others.
- Develops innovative, competitive strategies positioning for long-term success.
- Makes decisions weighing future impacts, avoiding short-sighted choices.

**Unskilled:**

- Focuses on immediate needs, missing future trends or bigger picture.
- Has narrow perspective, overlooking emerging opportunities or risks.
- Reacts to past events instead of planning proactively for the future.
- Unable to clearly communicate vision, leading to team confusion.
- Relies on traditional methods, lacking innovation in strategy.

**59. Managing Through Systems**

Can design practices, processes, and procedures which allow managing from a distance; is comfortable letting things manage themselves without intervening; can make things work through others without being there; can impact people and results remotely.

**Skilled:**

- Designs systems and processes that enable work to manage itself.
- Delegates effectively, trusting teams without micromanaging.
- Creates frameworks empowering independent achievement of results.
- Influences outcomes remotely through well-designed systems.
- Builds scalable processes supporting consistent performance in remote or large teams.

**Unskilled:**

- Requires constant oversight; lacks effective systems to support autonomy.
- Reluctant to delegate, micromanages details.
- Lacks trust in people or processes, causing inefficiency.
- Fails to support remote or independent work, leading to performance breakdowns.
- Focuses on individual effort rather than scalable, sustainable systems.

**60. Building Effective Teams**

Blends people into teams when needed; creates strong morale and spirit in his/her team; shares wins and successes; fosters open dialogue; lets people finish and be responsible for their work; defines success in terms of the whole team; creates a feeling of belonging in the team.

**Skilled:**

- Blends diverse individuals into cohesive, collaborative teams.
- Builds strong team morale and a motivating environment.
- Celebrates team wins, fostering shared success.
- Encourages open communication and addresses concerns.
- Grants autonomy for team members to own and complete their work.
- Defines success by team outcomes, not just individual performance.
- Creates belonging and shared purpose within the team.

**Unskilled:**

- Struggles with team cohesion; conflicts and disengagement arise.
- Fails to build trust or morale, leading to low motivation.
- Neglects team celebrations, focusing only on individuals.
- Limits open dialogue and ignores team concerns.
- Micromanages, limiting ownership and decision-making.
- Measures success individually, weakening team unity.
- Fosters division rather than collaboration and belonging.

**61. Technical Learning**

Picks up on technical things quickly; can learn new skills and knowledge; is good at learning new industry, company, product, or technical knowledge; does well in technical courses and seminars.

**Skilled:**

- Quickly picks up new technical concepts and systems.
- Stays current with industry trends and evolving technologies.
- Learns new tools and software with minimal guidance.
- Seeks out technical training and applies it effectively.

**Unskilled:**

- Struggles to grasp complex technical concepts.
- Avoids technical training or new technology.
- Relies on others for technical insight and problem-solving.
- Fails to stay updated on industry changes.

**62. Time Management**

Uses his/her time effectively and efficiently; values time; concentrates his/her efforts on the more important priorities; gets more done in less time than others; can attend to a broader range of activities.

**Skilled:**

- Prioritizes high-impact tasks, focusing on what matters most.
- Efficiently manages multiple projects and deadlines.
- Avoids time-wasters and unnecessary distractions.
- Consistently meets commitments without last-minute rush.

**Unskilled:**

- Often feels overwhelmed or scattered.
- Spends too much time on low-priority tasks.
- Struggles to meet deadlines consistently.
- Lacks a clear system for managing time effectively.

**63. TQM/Re-Engineering**

Is dedicated to providing the highest quality products and services which meet the needs and requirements of internal and external customers; is committed to continuous improvement through empowerment and management by data; is willing to re-engineer processes from scratch; is open to suggestions and experimentation; creates a learning environment leading to the most efficient and effective work processes.

**Skilled:**

- Continuously seeks process improvements to enhance quality.
- Leverages data to inform decisions and measure success.
- Embraces re-engineering for efficiency and effectiveness.
- Fosters a learning environment that encourages innovation.

**Unskilled:**

- Resists change and clings to outdated processes.
- Lacks a focus on continuous improvement.
- Struggles to see the big picture when refining processes.
- Reluctant to experiment or take calculated risks.

**64. Understanding Others**

Understands why groups do what they do; picks up the sense of the group in terms of positions, intentions, and needs; what they value and how to motivate them; can predict what groups will do across different situations.

**Skilled:**

- Accurately reads the intentions, motivations, and needs of individuals and groups.
- Anticipates reactions to decisions and actions.
- Builds strong, trusting relationships by understanding what matters to others.
- Adapts communication style based on the audience.

**Unskilled:**

- Struggles to connect with others on a personal level.
- Misinterprets intentions or misses subtle cues.
- Lacks empathy for differing perspectives.
- Has difficulty predicting group dynamics.

**65. Managing Vision and Purpose**

Communicates a compelling and inspired vision or sense of core purpose; talks beyond today; talks about possibilities; is optimistic; creates mileposts and symbols to rally support behind the vision; makes the vision shareable by everyone; can inspire and motivate entire units or organizations.

**Skilled:**

- Paints a clear, inspiring picture of the future.
- Connects day-to-day work to broader organizational goals.
- Motivates teams by focusing on long-term impact.
- Builds alignment and buy-in around a shared mission.

**Unskilled:**

- Focuses too much on short-term tasks without a broader context.
- Fails to communicate a compelling vision.
- Lacks the ability to rally others around a common goal.
- Struggles to articulate the "why" behind initiatives.

**66. Work/Life Balance**

Maintains a conscious balance between work and personal life so that one doesn't dominate the other; is not one-dimensional; knows how to attend to both; gets what he/she wants from both.

**Skilled:**

- Prioritizes both work and personal commitments effectively.
- Maintains personal well-being while meeting professional goals.
- Sets boundaries to prevent burnout.
- Encourages balance within their team or organization.

**Unskilled:**

- Allows work to overshadow personal life or vice versa.
- Struggles to disconnect and recharge.
- Neglects health or relationships due to work pressures.
- Sends mixed messages about the importance of balance.

**67. Written Communications**

Is able to write clearly and succinctly in a variety of communication settings and styles; can get messages across that have the desired effect.

**Skilled:**

- Clearly and concisely conveys ideas in writing.
- Adapts tone and style for different audiences and contexts.
- Uses language that engages and informs.
- Reviews and edits for clarity and impact.

**Unskilled:**

- Struggles to organize thoughts in writing.
- Uses overly complex or unclear language.
- Misses the mark in tone or message for the audience.
- Fails to proofread, leading to errors or miscommunication.