

Core Competencies Assessment

Prepared by

Date:

Assessment on an Individual

Assessment on a Position

Name:

Position Title:

Instructions: Read the entire list of Competency titles and definitions below. Then reflect on the core Competencies you experience in the individual, or core Competency requirements of the position you are assessing, whichever is appropriate. Put a check mark next to the top six Competencies you perceive are the most significant. There is space at the end of the table to insert additional Competency titles you believe should be included in the top six. Please briefly define any Competency you add.

Adaptability/Flexibility – Finds ways to adjust to working in different situations and with people who have different styles.

Analysis – Takes steps to study a problem before making a decision, even when there are no existing guidelines or precedents.

Collaboration – Works effectively with others at all levels of the organization. Builds a resource network of relationships beyond one’s personal organization such as contractors, vendors, and service providers.

Communication – Able to convey clear information through a variety of media. Strives to constantly improve oral and written communication skills. Understands and practices the principles of effective listening. Listens for understanding before responding.

Conflict Management – Finding ways to work with someone you are uncomfortable working with. Dealing with conflict between staff.

Control – Effectively tracks what direct reports are doing. Bases performance reviews on documented results

Creativity – Is an “out-of-the-box” thinker. Will pursue ideas for improvements, initiated either by self or another.

Crisis Management – Works to avoid crises, but confronts them when they arise. Deploys staff, and strives to keep their spirits up during crisis situations

Dealing with Change – Understands the nature of change. Works through imposed changes systematically.

Decision Making/Decisiveness/Judgment – Willing to make a decision when required, even when all needed information is not available. Including staff in the decision making process.

Delegation – Uses staff to fulfill personal responsibilities. Ensures that expected outcomes are clear. Defines boundaries so that limits of delegated authority are understood.

Goal Setting – Sets personal goals. Commits to achieve goals, even at personal sacrifice.

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| | Growing People – Focus on individuals’ strengths. Develop them by finding the “right fit,” not just by preparing for the “next rung on the ladder.” |
| | Independence – Willing to take “right action,” even though it is an unpopular course, or may be perceived to violate on-the-job rules or policies. |
| | Initiative – Looks for opportunities to improve the organization’s systems and processes. Strives to find ways to make everyone’s’ jobs easier. |
| | Integrity – Strives to be a role model of integrity for others. Support others in resolving conflicts when they feel their integrity is being challenged. |
| | Interpersonal Skills – Commits to finding ways to work with a wide array of people. Confronts employees who are not complying with ACHA requirements. |
| | Listening – Understands and practices the principles of effective listening. Listens for understanding before responding. |
| | Oral Communication – Able to convey clear information through a variety of media. Strives to constantly improve oral communications skills |
| | Persuasiveness – Able to inspire others to follow your lead. |
| | Planning and Organizing – Structures approaches to events and projects before undertaking them. Strives to use staff and resources in an effective manner. |
| | Priority Setting – Able to differentiate between the “urgent” and the “important.” Assures perceived priorities align with others’ needs and expectations. |
| | Problem Solving – Able to handle situations and problems in unpredictable ways. Initiates actions to prevent problems from arising, where possible. Works to determine core factors causing a problem. Intervenes to resolve conflicts with a “Win-Win” attitude. |
| | Rapport Building – Effective at “breaking the ice” with others, including staff, superiors, co-workers, customers, contractors, vendors, difficult people. |
| | Resourcefulness – Able to handle situations and problems in unpredictable ways. |
| | Risk Taking – Willing to take calculated action, even when complete information is not available. |
| | Sensitivity to Others – Tempering actions and behaviors to accommodate others’ needs. |
| | Team Building/Teamwork – Knows when a team approach is desirable. Effective at building a team, maintaining team spirit, and dealing with the causes of team dysfunction. |
| | Time Management – Organizes time to assure attention to special projects and to day-to-day responsibilities. |
| | Tolerance for Stress – Able to maintain productivity in spite of pressures of work and life. |

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| | Work Standards – Defines and commits to adhere to high standards of performance personally. Defines work standards for staff, and bases performance reviews on those defined standards. |
| | Other critical Core Competencies: |