



Personal competencies Positive and Negative Indicators

Seminar outline

Team Working

Positive Indicators

Displays sensitivity in working with others
Builds rapport through encouraging others to express their views.
Share Knowledge, Experience & opinion with team
Demonstrate openness through listening, asking questions and summarizing
Gain consensus through mediating difference

Negative Indicators

Dismisses or ignores the contributions of others
Displays insensitivity through interrupting others responding without listening
Speaks at the expense of listening
Only contributes when own ideas are being discussed
Conveys an over directive approach

Learning

Positive Indicators

Demonstrates speed of learning when faced with new problems
Shares learning by reviewing successes and failures and drives for improvement
Demonstrates creativity and experimentation in applying solutions
Simplifies learning through a “big picture” understanding
Applies knowledge to new problems

Negative Indicators

Fails to pick up and use new information
Limited creativity in applying solutions and ignores alternative scenarios
Is unable to demonstrate “big picture” understanding
Gives up too soon and accepts a marginal solution
Looks for simplest explanation too soon

Communication/Influencing

Positive Indicators

Puts forward arguments confidently and convincingly
Demonstrates enthusiasm and commitment to proposals
Influences others to reach agreement to course of action
Presents concise and clearly constructed

Negative Indicators

Demonstrates lack of confidence/awkwardness socially
Is easily swayed by counter proposals
Presents arguments with confusion and incoherence
The needs of others are ignored in communications
Communications geared to the needs of others



Problem Solving/Decision Making

Positive Indicators

Anticipates risks and implications of decisions
Rises above the detail to spot the key issues
Identifies pros and cons of alternative courses of action
Reaches logical unbiased safe conclusions
Analyses information logically and systematically
Applies creative solutions within safe parameters

Negative Indicators

Overlooks risks in decision making
Misses the key issues as “stuck” in the detail
Jumps to conclusions based on prejudices, historical solutions or narrow perspective
Goes first with quick solutions, conclusions and statements before analysis

Achievement and Customer Orientation

Positive Indicators

Demonstrates competitive drive to achieve high quality customer focused results
Maintains effectiveness under pressure and with conflicting priorities
Demonstrates a positive mental attitude despite problems and setbacks
Is dedicated to meeting the expectations and requirements of internal and external customers

Negative Indicators

Gets distracted from the main task
Becomes ineffective under pressure and with conflicting priorities
Demonstrates a negative mental attitude when faced with problems and setbacks
Focused on personal agenda and no consideration of customer needs

Technical Competence

Positive Indicators

Exhibits clear understanding of relevant technical issues
Demonstrates the ability to apply technical solutions
Maintains high level of technical credibility with colleagues
Displays an affinity with a technical approach to problem solving.

Negative Indicators

Gets bogged down in technical details, failing to see the relevant technical issue
Has difficulty applying technical theory to the practical environment
Fails to maintain technical credibility with colleagues/customers.