



HOGREFE
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Personal Competencies Inventory

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Introduction

The PCI provides information on your personal competencies ranging from managing strategy to handling stress. These competencies represent some of the latest thinking on the factors that influence star performance. They have been distilled from analysis of company competency frameworks and research findings on leadership and emotional intelligence. The key purpose of the PCI is to help you continuously improve your performance and reach your potential.

Your results are reported on a ten–point scale where higher scores indicate areas where you believe you perform more effectively or behaviors that come more easily to you. These scores represent the percentage of the total score possible – for example, if you get a score of 7 on a particular competence, you have scored approximately 70% of the total possible score.

We put people’s scores into three broad categories. We interpret a score of 8 to 10 as a strength. It indicates that you feel very comfortable playing this role. We interpret a score of 4 to 7 as a mid–range skill. It indicates that you feel reasonably or fairly comfortable playing this role. We interpret a score 1 to 3 as a weakness. It indicates that you don’t feel very comfortable playing this role or you are unsure of your competence. These scores do not indicate how you are performing compared to your peers as we are not comparing your responses to other people’s responses.

Don’t get hung up about individual scores as this is not rocket science. What we shall be running over in the remainder of the report is a list of your competencies. The competencies at the top of the list are the ones that seem better developed. The competencies at the bottom of the list seem to be less developed. This will be a reflection of a whole range of things including your personality, motives, education, training, work experience and upbringing.

The purpose of the report is to challenge your view about yourself and offer some ideas about where you might focus your development efforts. It is designed to buoy you up and encourage you, not make you feel down in the dumps. We won’t be saying that you perform well or badly compared to some group of workers as some tests do. Neither will we be saying that you must develop in this area or that because you don’t need to have every competence in this framework. But you do need to possess a good number of them and the more skills you have the more versatile you will be.

What matters most is that you assess what it takes to do your job superbly and you assess whether you have these qualities. You must be ready to learn and change and you must be motivated. We suggest you focus on clear, measurable and achievable goals, you seek support from mentors or coaches and you ask for feedback from bosses and peers. Take the long view because some personal competencies take time and practice to acquire.

Profile Summary

You scored 8 or above on 2 competencies. These seem to be the strengths of how you currently operate. This does not mean that you should stop developing your knowledge and skills in these areas. On the contrary, keep on continually developing them, exploit them and consider how to pass them on to others. However, we also recommend that since you seem to do these things pretty well, you can afford to reflect on whether sharpening your act in some of the areas where you got lower scores would significantly raise your overall game.

You scored between 4 and 7 on 9 competencies. These are mid-range skills that could become strengths with more learning and practice. Within this range, a score of 7 represents a pretty well-developed skill bordering on a strength and a score of 4 can be interpreted as a less well-developed skill bordering on a weakness. The next section of the report identifies hallmark behaviors for each competence. Think about how far you demonstrate these hallmark behaviors and whether sharpening your act in any mid-range areas would raise your overall game. Think carefully about where to focus your learning. We are not suggesting that you try and turn every mid-range skill into a strength.

You scored 3 or less on 2 competencies. These are possible weaknesses of how you presently operate. The issue here is whether any of these gaps are preventing you from being a good all-rounder or preventing you from reaching your potential in the future. Consider whether putting effort into any of these areas could have a dramatic impact on your overall performance or potential for advancement.

Weakness			Mid-Range Skill				Strength			Competence
1	2	3	4	5	6	7	8	9	10	
								→		Learning
								→		Relationships
							→			Communication
							→			Empathy
							→			Ethics
						→				Customers
						→				Motivation
				→						Innovation
				→						Knowledge
				→						Strategy
				→						Stress
	→									Projects
→										Finance

Learning – a potential strength

People with competence are committed to lifelong learning – that is, improving themselves and passing on their skills to others.

The hallmarks of learning orientation are:

- **Reflecting on your performance and goals.** People with this competence regularly reflect on how they are performing against the personal vision and goals they have set for themselves.
- **Identifying learning needs and development options.** People with this competence identify the competencies they need to develop and how they plan to develop them.
- **Developing yourself.** People with this competence understand how they learn best and invest time and effort in practicing and mastering new skills.
- **Passing on your skills to others.** People with this competence set aside time to pass on their skills to others through coaching and mentoring.

You scored 8 on this cluster of learning competencies. This suggests that you demonstrate many of the hallmark behaviors described above. It is also a good indication that you are pretty committed to your own learning and to creating the results you want to achieve in your life. You are the type of person to help create a climate of continual learning in the area where you work. The table below shows how you assessed your learning skills.

More Competent	In Between	Less Competent
<ul style="list-style-type: none"> • Asking for feedback • Taking the initiative to develop yourself • Setting aside time for learning • Asking for help • Practicing new skills • Learning from mistakes • Coaching people • Mentoring people 	<ul style="list-style-type: none"> • Identifying your development needs • Copying people you admire 	<ul style="list-style-type: none"> • Exploiting your strengths • Reflecting on your performance
Lower	Development Need	Higher

Relationships – a potential strength

This competence is about developing and managing relationships with people. Your personality has a strong influence on how motivated you are to establish and maintain close interpersonal relationships and how much you enjoy the presence of others.

The hallmarks of competence in relationships are:

- **Building relationships.** People with this competence build constructive working relationships with 'stakeholders' – that is, with bosses, peers, direct reports, customers, suppliers, competitors etc.
- **Cultivating informal networks.** People with this competence cultivate contacts in and operate through informal business and social networks.
- **Developing partnerships and alliances.** People with this competence collaborate with people and work well in partnerships and alliances.
- **Managing organizational politics.** People with this competence are politically aware and know how to manage power relationships and build support for new policies and change.

You seem to focus on the people side of business as you scored 8 on this cluster of competences. This score does not mean that you have mastered everything there is to know about managing relationships but it is a good indication that you possess many of the hallmark competencies described above. It would seem that you feel pretty confident about your capabilities in this area and you can afford to focus on other competence areas in order to improve your job performance. The table below shows how you assessed your competence on various aspects of relationships.

More Competent	In Between	Less Competent
<ul style="list-style-type: none"> • Building working relationships • Keeping people in touch • Being warm and friendly • Collaborating with people • Working in a team • Responding to people's emotions 	<ul style="list-style-type: none"> • Developing rapport with colleagues • Working in partnership • Cultivating informal networks • Compromising to get agreement • Resolving conflict and disagreement • Finding win/win solutions 	
Lower	Development Need	Higher

Communication – a mid–range skill

People with this competence have credibility and presence and express themselves clearly and confidently to individuals and groups.

The hallmarks of strong oral communication skills are:

- **Asserting your views.** People with this competence convey their views clearly and are prepared to challenge consensual thinking.
- **Displaying charisma and presence.** People with this competence possess charisma and presence and inspire people to follow them.
- **Participating positively in meetings.** People with this competence contribute positively in meetings and build on others' views and suggestions.
- **Using humor and emotion.** People with this competence use humor and appeal to people's emotions to arouse interest and build rapport.

You scored 7 on this cluster of oral communication competencies. This indicates that you demonstrate some of the hallmark competencies described above. It would seem that you feel fairly confident about your capabilities in this area but you also recognize that you have more to learn. So oral communication is a mid–range skill which with a little more experience and practice could turn into a strength. The table below shows how you assessed your communication competencies.

More Competent	In Between	Less Competent
<ul style="list-style-type: none"> • Inspiring people • Displaying presence • Selling your views and ideas • Contributing to meetings • Leading meetings 	<ul style="list-style-type: none"> • Displaying confidence • Negotiating with people • Showing a sense of humor • Arousing people's interest and enthusiasm • Communicating what you want • Taking charge of situations 	<ul style="list-style-type: none"> • Giving speeches and presentations
Lower	Development Need	Higher

Empathy – a mid-range skill

People with this competence get on well with other people because they identify and respond to people's individual differences, circumstances and needs – for example, their attitudes, suggestions, values, concerns, problems and emotions.

The hallmarks of empathy are:

- **Listening closely to people.** People with this competence make time for people, listen closely and check that they understand what people are saying.
- **Building on people's ideas and suggestions.** People with this competence reinforce people's self-worth by endeavoring to build on their ideas and suggestions.
- **Responding to people's feelings and emotions.** People with this competence show consideration for and deal with the emotions and pressures of others.
- **Involving people in decisions.** People with this competence discuss decisions with other people and make decisions, which take account of people's views and suggestions.

You seem to be a fairly thoughtful and considerate person as you scored 7 on empathy. This score indicates that you demonstrate some of the hallmark competencies described above. It would seem that you are fairly confident about your capabilities in this area but you recognize that you have more to learn. In other words, empathy is a mid-range skill which with a little more experience and practice could turn into a strength. The table below shows how you rated various aspects of your interpersonal skills.

More Competent	In Between	Less Competent
<ul style="list-style-type: none"> • Sensing people's feelings and emotions • Making time for people • Being sensitive and understanding 	<ul style="list-style-type: none"> • Listening to people • Drawing people in • Building on people's views and ideas • Showing respect for people • Getting on well with people • Involving people in decision making • Being patient with people • Inviting people to contribute • Offering help and advice 	
Lower	Development Need	Higher

Ethics – a mid-range skill

People with this competence demonstrate enlightened and progressive personal behavior and thinking and challenge inappropriate behavior and wrongdoing.

The hallmarks of ethical behavior are:

- **Respecting individual and cultural differences.** People with this competence respect racial and cultural differences and get on well with people from different backgrounds.
- **Championing business ethics.** People with this competence champion business ethics in order to protect the organization's reputation and increase business performance.
- **Confronting inappropriate behavior.** People with this competence confront people who break codes of conduct or show bias and intolerance and report wrongdoing.
- **Keeping promises and commitments.** People with this competence keep their promises and commitments and make ethical decisions which demonstrate their integrity.

You scored 7 on business ethics. This indicates that you demonstrate some of the hallmark competencies described above fairly often. It would seem that you feel pretty confident about your capabilities in this area but you recognize that you have more to learn. Ethical awareness seems to be one of your mid-range skills that with a little more experience and practice could turn into a strength. The table below shows how you assessed your business ethics skills.

More Competent	In Between	Less Competent
<ul style="list-style-type: none"> • Going out on a limb for what is right • Being sensitive to racial differences • Promoting equal opportunities • Keeping commitments and promises 	<ul style="list-style-type: none"> • Setting an example to others • Respecting other people's cultures • Challenging bias and intolerance • Being reliable and genuine • Behaving ethically • Reporting wrongdoing • Complying with codes of conduct • Confronting inappropriate behavior 	
Lower	Development Need	Higher

Customers – a mid-range skill

This cluster of competencies is about mastering the art of delivering great customer service.

The hallmarks of customer focus are:

- **Identifying customers' current and future needs.** People with this competence really understand what their customers value about their products and services and why. They address the unspoken needs of their customers.
- **Building relationships with customers.** People with this competence nurture and build active relationships with their customers and help shape and develop their customers' expectations.
- **Getting things right first time.** People with this competence deliver what their customers have ordered on time and to the agreed quality specification.
- **Focusing on continuous improvement.** People with this competence ask customers how they are doing, rigorously follow up any complaints and try to continually improve their products and services.

You scored 6 which indicates that customer focus is one of your mid-range skills. You certainly appreciate the importance of customer service, but your behavior and style seem to fall short of treating the 'customer as king'. In other words, there is scope to improve your knowledge and skills to master the art of delivering great customer service. The table below shows how you rated your competencies on customer service.

More Competent	In Between	Less Competent
<ul style="list-style-type: none"> • Anticipating customers' needs • Improving the service to customers • Delighting customers • Building relationships with customers 	<ul style="list-style-type: none"> • Checking customers are satisfied • Shaping customers' expectations • Dealing with customers' complaints • Getting things right first time • Meeting quality targets • Delivering on time 	<ul style="list-style-type: none"> • Managing customers' accounts • Winning business
Lower	Development Need	Higher

Motivation – a mid-range skill

People with this competence are motivated to achieve a standard of excellence. Whether your motives and energies direct you to think and behave like this is largely down to your personality.

The hallmarks of the high achiever are:

- **Displaying drive, energy and persistence.** People with this competence set themselves challenging goals, keep on trying to do their best and never give up.
- **Committing to the organization.** People with this competence find a sense of purpose in the company's mission and goals.
- **Focusing on achieving results.** People with this competence concentrate on outcomes and get things done.
- **Working out your career moves in advance.** People with this competence plan career moves around acquiring experiences and competencies they need to progress in their profession.

You scored 6 on achievement motivation. This indicates that you demonstrate some of the hallmark behaviors described above but you fall short of displaying all of the characteristics of the high achiever. This is one of your mid-range skills that requires further effort and attention to become a real strength. The positive side of your current approach is that you probably maintain a balance between your work and home life. The potential downside is that your current level of motivation may not be enough to deliver superb performance. The table below shows how you rated your competencies.

More Competent	In Between	Less Competent
<ul style="list-style-type: none"> • Showing passion and commitment • Striving to be the best • Working hard 	<ul style="list-style-type: none"> • Finding new challenges • Setting personal goals and objectives • Having energy and drive • Sharing the organization's purpose • Seizing opportunities • Persisting despite setbacks • Getting things done 	<ul style="list-style-type: none"> • Achieving results • Working out your career moves
Lower	Development Need	Higher

Innovation – a mid-range skill

People with this competence understand the importance of making continuous quality improvements to existing products and services, and producing novel and radical ideas to help develop significantly different new products and services.

The hallmarks of creativity and innovation are:

- **Trying new methods and approaches.** This is about looking out for and being prepared to try out and experiment with new ideas and methods.
- **Generating ideas for innovation.** This competence is about producing ideas for a) quality improvements to existing products and for b) more radical innovations.
- **Taking calculated risks.** This competence is about investing in projects that are longer-term and higher-risk in order to produce radical innovations.
- **Championing and implementing change.** This competence is about leading the drive for change in an organization and then implementing it.

People differ according to their preferred style of creativity and problem solving with incremental innovators at one end of a continuum and radical innovators at the other. You scored 5 on creativity and innovation suggesting that you lie in the mid-range of this continuum. You are neither an incremental nor a radical innovator but have a flexible approach to change with elements of both styles. This suggests that you adapt pretty well to change and you also put forward ideas and proposals for it. But you aren't addicted to it and you don't appear to have all the competencies necessary to initiate and drive it. The table below shows how you rated your competence on various aspects of innovation and highlights any areas you felt less competent in.

More Competent	In Between	Less Competent
<ul style="list-style-type: none"> • Generating ideas for continuous improvement • Managing change 	<ul style="list-style-type: none"> • Trying out new methods and ideas • Questioning the status quo • Generating ideas for radical change • Cutting through red tape • Initiating change • Adapting to change • Gaining support for change 	<ul style="list-style-type: none"> • Taking calculated risks • Bending rules to get things done • Planning the introduction of change
Lower	Development Need	Higher

Knowledge – a mid–range skill

Managing knowledge and intuition is about making sense of the huge amount of market, financial, and technical information available to you and sharing discoveries and strategies with other people.

The hallmarks of knowledge management are:

- **Sharing knowledge and experience.** People with this competence interact with other people to share and develop ideas and information – for example, via keeping–in–touch meetings, email, discussion forums, conferences and seminars, chance meetings, social networks etc.
- **Capturing new developments and best practice.** People with this competence regularly scan printed and electronic information sources to identify new developments and best practice – for example, newspapers, research articles, conference reports, Internet websites etc.
- **Employing thinking aids and techniques.** People with this competence use creative thinking aids and techniques such as brainstorming, metaphor analysis and mind mapping to help generate ideas, solve problems and acquire knowledge.
- **Using feelings and emotions.** People with this competence draw on their own and other people's instincts and feelings to help clarify issues and develop knowledge and understanding.

You got a score of 5 in this area. This indicates that this cluster of competencies is one of your mid–range skills. You keep up reasonably well with new information and developments and you try to create time to discuss and share knowledge and ideas with other people. However, there are occasions when you experience information overload and you struggle to identify the key developments that you need to learn about. You also experience some difficulty integrating the process of acquiring and sharing knowledge into your daily work practices. The table below shows how you rated your knowledge management skills.

More Competent	In Between	Less Competent
<ul style="list-style-type: none"> • Using the Internet • Brainstorming new ideas 	<ul style="list-style-type: none"> • Sharing knowledge and ideas • Identifying best practice • Using your instincts and feelings • Seeking advice from experts • Searching for information on the web • Reading journal articles • Using creative thinking techniques 	<ul style="list-style-type: none"> • Undertaking desk research • Staying abreast of developments • Sensing changes in the market
Lower	Development Need	Higher

Strategy – a mid–range skill

Strategic management is thinking ahead about what customers the organization should focus on, what products it should offer and what activities it should perform. Organizations are now realizing that they need strategic thinkers at all levels – not just in top management.

The hallmarks of strategic management are:

- **Monitoring market conditions.** Strategic thinkers recognize that the environment is constantly changing. They keep a close eye on factors such as changes in consumer tastes, political conditions, market structure and technology which affect individual organizations and whole industries.
- **Analyzing company strengths and weaknesses.** Strategic thinkers assess the company's technical, marketing, managerial and financial strengths and weaknesses. What does the organization do particularly well and how can we exploit this? What does the company do less well and how do we remedy this?
- **Weighing up different scenarios and alternative strategies.** Strategic thinkers think about alternative futures and examine different actions for dealing with these futures. They continually question their own assumptions and try to be prepared for the future.
- **Developing and explaining the vision and strategy.** Strategic thinkers draw on their creativity and intuition to describe a simple, clear and easily understood vision which focuses and motivates people.

You came out with a score of 5 on strategy. You appear to demonstrate some of the hallmark behaviors of strategic management described above but you do not demonstrate all of the behaviors consistently. This suggests that strategic management is one of your mid–range skills. With more effort, attention and practice, it could become a strength. The table below shows how you assessed your competence on various elements of strategic management and highlights any areas you felt less competent in.

More Competent	In Between	Less Competent
<ul style="list-style-type: none"> • Strategic thinking • Assessing the competition 	<ul style="list-style-type: none"> • Explaining the organization's mission • Analyzing the business environment • Identifying business opportunities • Assessing the organization's image • Seeing the bigger picture • Overcoming political obstacles 	<ul style="list-style-type: none"> • Scenario planning • Formulating strategies • Explaining the strategy • Taking strategic decisions
Lower	Development Need	Higher

Stress – a mid-range skill

People with this competence manage the stress in their everyday lives and maintain a work / life balance.

The hallmarks of emotional resilience are:

- **Managing your moods and feelings.** People with this competence maximize the positive impact of and control the potential negative impact of anxiety and stress.
- **Keeping a cool head in emergencies.** People with competence continue to think clearly and behave calmly when under stress.
- **Seeing setbacks as manageable.** People with this competence stay positive and learn from setbacks and mistakes.
- **Saying no to unreasonable demands.** People with this competence are prepared to say no to unreasonable demands to take on extra work or to requests to behave unethically.

You scored 5 on this cluster of emotional competencies. This indicates that you probably have a fairly resilient personality that handles stress pretty well most of the time. However, there are probably occasions when things get on top of you and the stress gets to you. There is a huge amount of information about managing stress if you want to learn more about how to handle it. The table below shows how you rated your competence on the stress items in the inventory.

More Competent	In Between	Less Competent
	<ul style="list-style-type: none"> • Managing your moods and feelings • Managing yourself under pressure • Staying cheerful when things go wrong • Coping with stress • Recovering quickly from upsets • Putting negative thoughts out of your mind • Finding ways of relaxing • Taking criticism positively • Maintaining a work / life balance • Saying no to unreasonable demands • Seeing setbacks as manageable 	<ul style="list-style-type: none"> • Keeping a cool head in emergencies
Lower	Development Need	Higher

Projects – a possible weakness

This competence is about the knowledge, skills, tools and techniques you need to manage projects to introduce new products, services or organizational change.

The hallmarks of effective project management are:

- **Scoping project activities.** This is about identifying all the work required to complete the project successfully and breaking it down into manageable tasks.
- **Identifying critical tasks and milestones.** This is about scheduling project activities and tasks, identifying interdependencies and drawing up a realistic and achievable plan.
- **Controlling project costs, quality and resources.** This covers processes such as resource planning, quality assurance and staff development to ensure that the project is completed within the approved budget and to agreed quality standards.
- **Managing project risks, communications and procurement.** This includes the processes required to identify and manage risk, ensure effective communication and procure goods and services.

You scored 2 on project management because you rated your performance on some of the competencies in the inventory as comparatively less effective. This indicates that you don't feel very capable in this area. It could be because you have not had the opportunity to acquire project management skills. The table below shows how you assessed your project skills and identifies areas to develop.

More Competent	In Between	Less Competent
	<ul style="list-style-type: none"> • Defining project activities • Building project teams • Leading project teams 	<ul style="list-style-type: none"> • Drawing up project plans • Identifying project milestones • Estimating project costs • Procurement planning • Producing project reports • Managing project risks • Managing project costs • Delegating roles and responsibilities • Disseminating project outcomes
Lower	Development Need	Higher

Finance – a possible weakness

This competence is about using financial resources efficiently and effectively.

The hallmarks of financial awareness are:

- **Negotiate and allocate budgets.** People with this competence negotiate and allocate budgets for business units or activities.
- **Forecast expenditure and profits.** People with this competence profile business expenditure and costs and forecast profits.
- **Watch and control costs.** People with this competence keep a close eye on their own and others' costs and expenditure in order to maintain and improve cost-competitiveness.
- **Evaluate financial performance.** People with this competence analyze the financial performance of business units and teams using relevant financial ratios.

You scored 1 on finance because you rated your performance on nearly all the finance items as comparatively less effective. This indicates that you don't feel very confident about your ability to manage the money side of business. This could be because you have not had the opportunity to acquire financial knowledge and expertise. It seems that is this is a weakness in your repertoire of competencies. The table below shows how you rated your financial skills and suggests areas for improvement.

More Competent	In Between	Less Competent
		<ul style="list-style-type: none"> • Understanding financial statements • Negotiating budgets • Forecasting profits • Analyzing financial ratios • Understanding money sources • Watching costs • Controlling expenditure • Finding ways of reducing costs • Producing budget allocations • Raising finance • Producing a cost benefit analysis • Profiling expenditure
Lower	Development Need	Higher

Development Advice

Think about learning as a business investment in your career and your quality of life. Where are you going to get the best return from your learning efforts?

We have run through your profile and offered some suggestions for areas you could develop. Use this information together with feedback from your boss and others to decide what you need to do to develop yourself. We suggest that you try and identify a few areas that could make a real difference to your performance.

Try and picture in your mind the hallmark behaviors that you are working towards. Think creatively about a broad range of 'how to' learning options, for example...

- **Copying.** Observe how people whose skills you admire do the things you want to develop skills in. Try and learn from the way they do things.
- **Coaching.** Do you know anyone who could coach or mentor you? Coaches can advise you how to develop and improve your skills as well as diagnose areas for improvement. Remember that star performers – especially in sports and the arts – rely heavily on coaches to continually improve their skills.
- **Training.** You may be the type of person who learns best by going on a course. If so, you should be able to easily find a course that covers the competencies you wish to develop expertise in.
- **Networking.** Take every opportunity to talk to people and share information and ideas. Use electronic knowledge networks to deepen your knowledge and expertise of an area you want to master.
- **Practicing.** If you want to become a superb performer, you need to spend lots of time practicing your skills. Think about the amount of time top sports people spend on preparation, exercise and training. This is a metaphor for executive development. Even if you have a natural talent for a competence such as public speaking, you will only become a star performer through lots of practice.
- **Surfing.** The Internet is an absolute goldmine for researching the area you want to develop expertise in. Try any of the big search engines using as keywords the areas of knowledge and skills you wish to develop.
- **Reading Books.** With all the recent attention on the Internet, people sometimes forget how much you can learn from reading books. There is certainly a huge literature on topics such as strategy, innovation, knowledge management, customer service and stress for executives.
- **Asking.** Don't be afraid to ask for help as some people are. Asking for help is a strength and usually a very quick way of learning and finding out how you are doing.

PCI Personal Competencies Framework

Key Purpose : To help you continuously improve your performance and achieve your potential	
A Strategy	<ul style="list-style-type: none"> • Monitor market conditions • Analyze company strengths and weaknesses • Weigh up different scenarios and alternative strategies • Develop and explain vision and strategy
B Innovation	<ul style="list-style-type: none"> • Try new methods and approaches • Generate ideas for innovation • Take calculated risks • Champion and implement change
C Knowledge	<ul style="list-style-type: none"> • Share knowledge and experience • Capture new developments and best practice • Employ thinking aids and techniques • Analyze feelings and emotions
D Customers	<ul style="list-style-type: none"> • Identify customers' current and future needs • Build relationships with customers • Get things right first time • Focus on continuous improvement
E Motivation	<ul style="list-style-type: none"> • Display drive, energy and persistence • Commit to the organization • Focus on achieving results • Work out your career moves in advance
F Communication	<ul style="list-style-type: none"> • Assert your views and opinions • Display charisma and presence • Participate positively in meetings • Use humor and emotion
G Empathy	<ul style="list-style-type: none"> • Listen closely to people • Build on people's ideas and suggestions • Respond to people's feelings and emotions • Involve people in decisions
H Relationships	<ul style="list-style-type: none"> • Build relationships with stakeholders • Cultivate informal networks • Develop partnerships and alliances • Manage organizational politics
I Finance	<ul style="list-style-type: none"> • Negotiate and allocate budgets • Forecast expenditure and profits • Watch and control costs • Evaluate financial performance
J Projects	<ul style="list-style-type: none"> • Scope project activities • Identify critical tasks and milestones • Control costs, quality and resources • Manage communication and procurement
K Ethics	<ul style="list-style-type: none"> • Respect individual and cultural differences • Champion business ethics • Confront inappropriate behavior • Keep promises and commitments
L Learning	<ul style="list-style-type: none"> • Reflect on your performance and goals • Identify learning needs and development options • Develop knowledge and skills • Pass on your skills to others
M Stress	<ul style="list-style-type: none"> • Manage your moods and feelings • Keep a cool head in emergencies • See setbacks as manageable • Say no to unreasonable demands