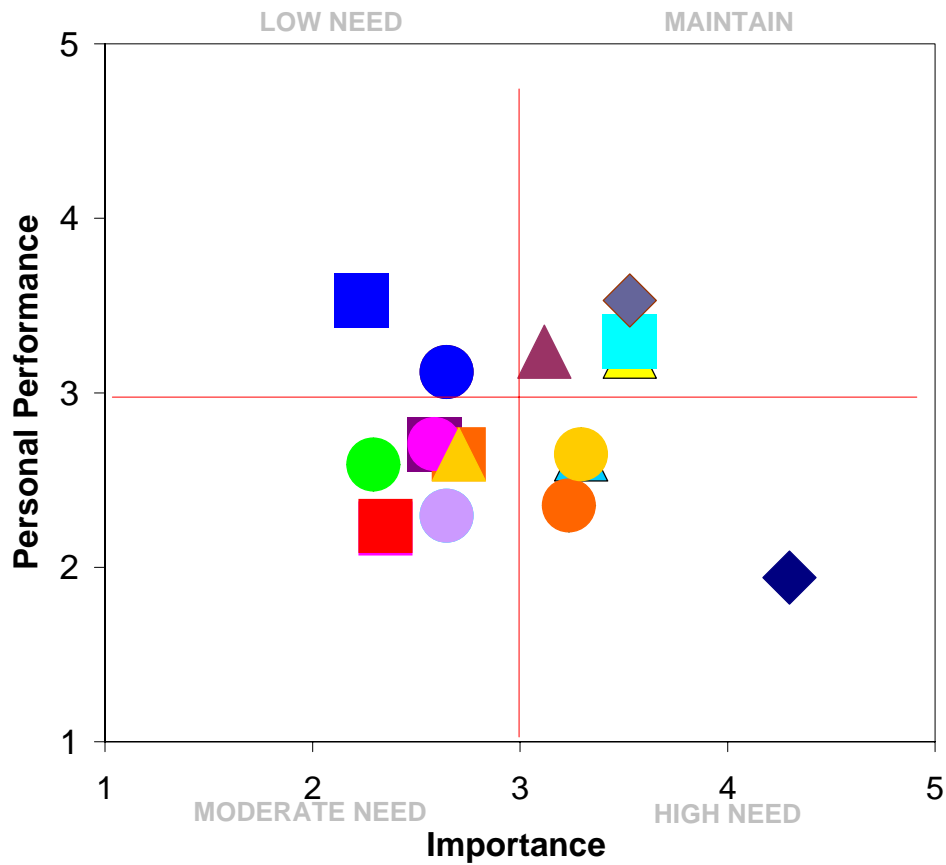


# Organization Averages



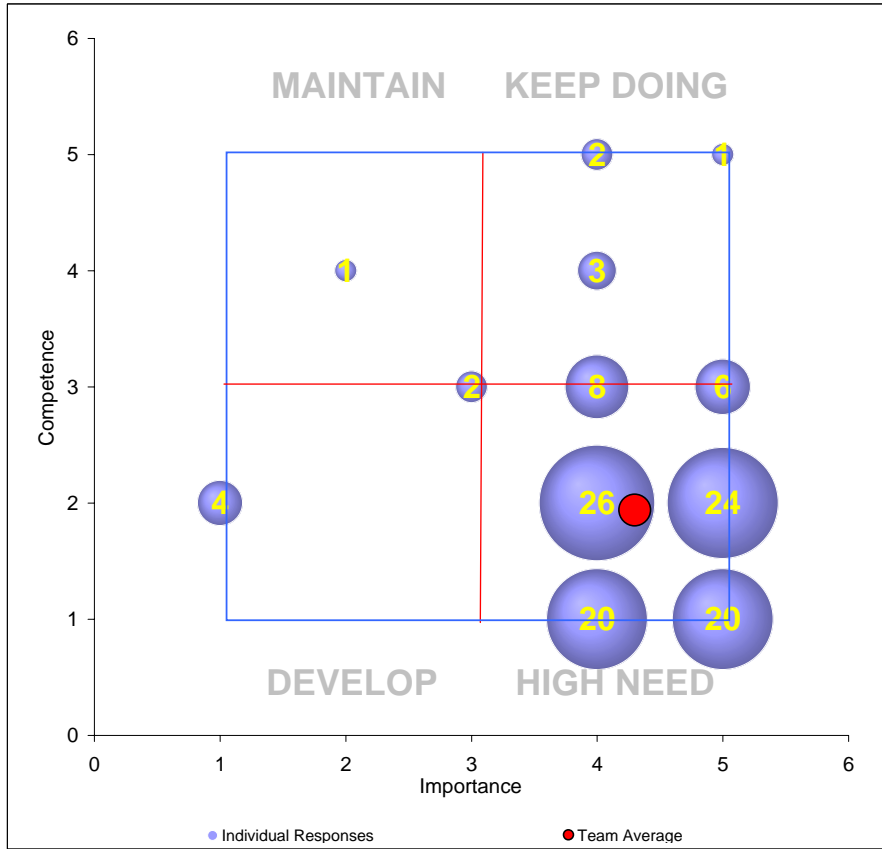
- ◆ 1. ASSERTING YOUR IDEAS
- ◆ 2. BASICS OF PROBLEM SOLVING
- ▲ 3. BUILDING TRUST
- ◆ 4. CONDUCTING PERFORMANCE APPRAISALS
- ◆ 5. COACHING FOR IMPROVED PERFORMANCE
- 6. CONDUCTING EFFECTIVE MEETINGS
- ◆ 7. EXCELLING AT CUSTOMER SERVICE
- ◆ 8. HANDLING CONFLICT
- ▲ 9. INTERVIEWING SKILLS
- ◆ 10. LEADING CHANGE
- ◆ 11. MAKING DECISIONS
- ▲ 12. MANAGING RELATIONSHIPS WITH OTHERS
- 13. MANAGING STRESS
- ◆ 14. MANAGING YOUR OWN PERFORMANCE
- 15. MANAGING YOUR WORK AS A PROJECT
- ◆ 16. MANAGING YOUR PRIORITIES AND TIME
- 17. MOVING FROM MANAGER TO LEADER
- 18. PRIORITIZING AND DELEGATING WORK
- ◆ 19. SETTING AND MONITORING PERFORMANCE STANDARDS
- 20. USING CREATIVE THINKING
- 21. WIN – WIN NEGOTIATING
- ▲ 22. WRITING PERFORMANCE APPRAISALS

|                                   | Importance | Competence |                 |
|-----------------------------------|------------|------------|-----------------|
| 1. ASSERTING YOUR IDEAS           | 4.30       | 1.94       | 1-High Need     |
| 2. BASICS OF PROBLEM SOLVING      | 2.35       | 2.22       | 2-Moderate Need |
| 3. BUILDING TRUST                 | 3.53       | 3.24       | 3-Maintain      |
| 4. CONDUCTING PERFORMANCE APF     | 2.65       | 2.29       | 2-Moderate Need |
| 5. COACHING FOR IMPROVED PERFC    | 2.59       | 2.71       | 2-Moderate Need |
| 6. CONDUCTING EFFECTIVE MEETIN    | 2.65       | 3.12       | 4-Low Need      |
| 7. EXCELLING AT CUSTOMER SERVIC   | 3.24       | 2.35       | 1-High Need     |
| 8. HANDLING CONFLICT              | 2.24       | 3.53       | 4-Low Need      |
| 9. INTERVIEWING SKILLS            | 3.29       | 2.65       | 1-High Need     |
| 10. LEADING CHANGE                | 2.29       | 2.59       | 2-Moderate Need |
| 11. MAKING DECISIONS              | 2.71       | 2.65       | 2-Moderate Need |
| 12. MANAGING RELATIONSHIPS WITH   | 3.12       | 3.24       | 3-Maintain      |
| 13. MANAGING STRESS               | 2.35       | 2.24       | 2-Moderate Need |
| 14. MANAGING YOUR OWN PERFORM     | 3.53       | 3.29       | 3-Maintain      |
| 15. MANAGING YOUR WORK AS A PR    | 2.65       | 2.29       | 2-Moderate Need |
| 16. MANAGING YOUR PRIORITIES AN   | 2.59       | 2.71       | 2-Moderate Need |
| 17. MOVING FROM MANAGER TO LEA    | 2.65       | 3.12       | 4-Low Need      |
| 18. PRIORITIZING AND DELEGATING ' | 3.24       | 2.35       | 1-High Need     |
| 19. SETTING AND MONITORING PERF   | 2.24       | 3.53       | 4-Low Need      |
| 20. USING CREATIVE THINKING       | 3.29       | 2.65       | 1-High Need     |
| 21. WIN – WIN NEGOTIATING         | 2.29       | 2.59       | 2-Moderate Need |
| 22. WRITING PERFORMANCE APPRAI    | 2.71       | 2.65       | 2-Moderate Need |

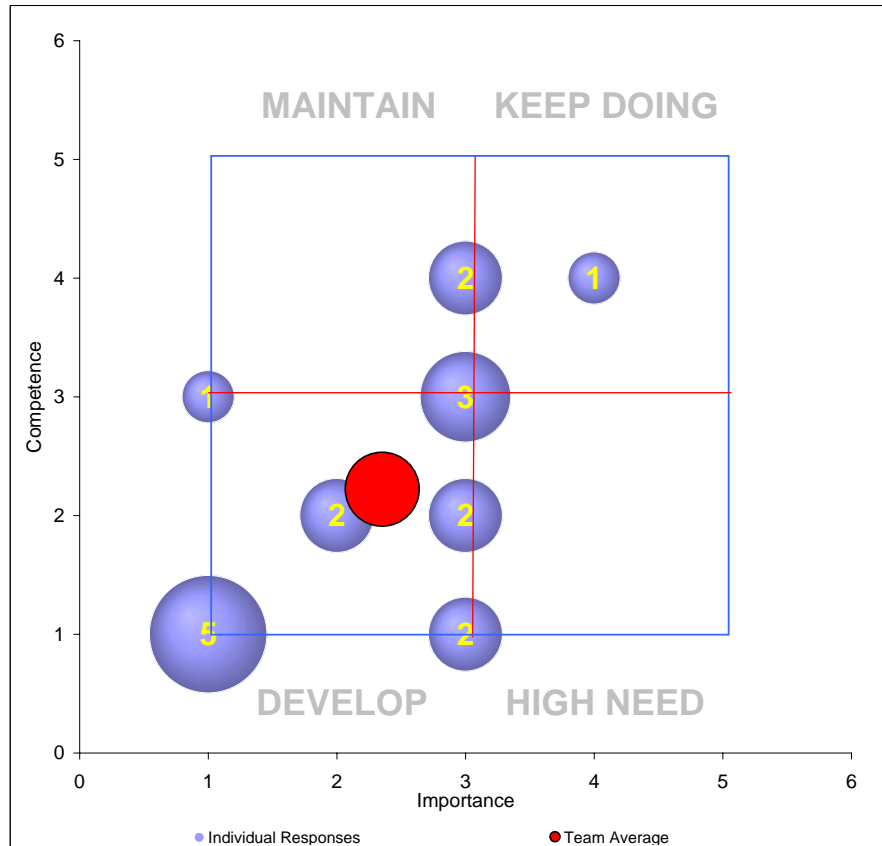
# Skill Pinpointing

## ASSERTING YOUR IDEAS

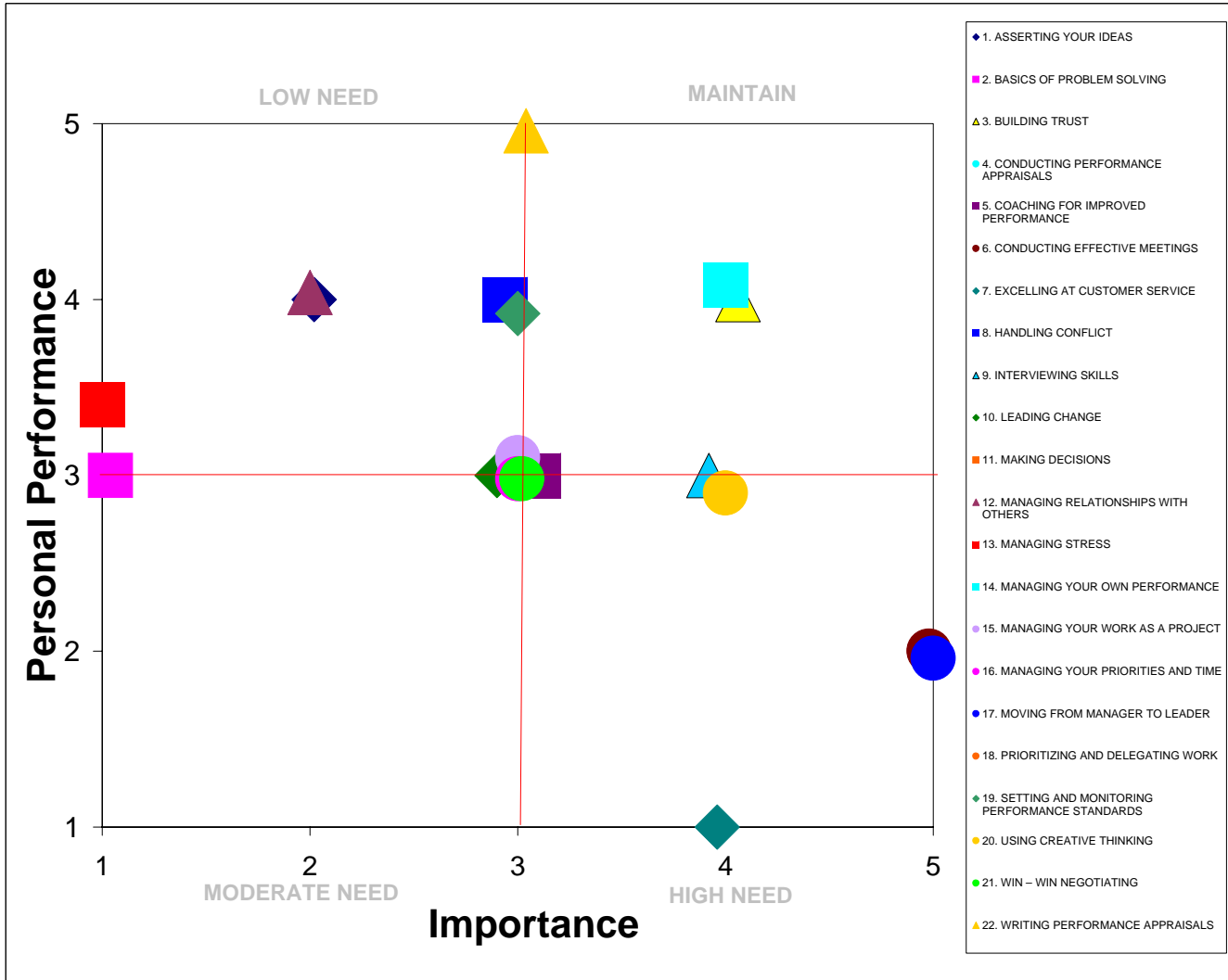
## NOTES



## BASICS OF PROBLEM SOLVING



# Chris Sample



|  | Importance | Competence | Need Level      |
|--|------------|------------|-----------------|
| 1. ASSERTING YOUR IDEAS                    | 2.00       | 4.00       | 4-Low Need      |
| 2. BASICS OF PROBLEM SOLVING               | 1.00       | 3.00       | 2-Moderate Need |
| 3. BUILDING TRUST                          | 4.00       | 4.00       | 3-Maintain      |
| 4. CONDUCTING PERFORMANCE APPRAISALS       | 3.00       | 3.00       | 2-Moderate Need |
| 5. COACHING FOR IMPROVED PERFORMANCE       | 3.00       | 3.00       | 2-Moderate Need |
| 6. CONDUCTING EFFECTIVE MEETINGS           | 5.00       | 2.00       | 1-High Need     |
| 7. EXCELLING AT CUSTOMER SERVICE           | 4.00       | 1.00       | 1-High Need     |
| 8. HANDLING CONFLICT                       | 3.00       | 4.00       | 4-Low Need      |
| 9. INTERVIEWING SKILLS                     | 4.00       | 3.00       | 1-High Need     |
| 10. LEADING CHANGE                         | 3.00       | 3.00       | 2-Moderate Need |
| 11. MAKING DECISIONS                       | 3.00       | 5.00       | 4-Low Need      |
| 12. MANAGING RELATIONSHIPS WITH OTHERS     | 2.00       | 4.00       | 4-Low Need      |
| 13. MANAGING STRESS                        | 1.00       | 3.00       | 2-Moderate Need |
| 14. MANAGING YOUR OWN PERFORMANCE          | 4.00       | 4.00       | 3-Maintain      |
| 15. MANAGING YOUR WORK AS A PROJECT        | 3.00       | 3.00       | 2-Moderate Need |
| 16. MANAGING YOUR PRIORITIES AND TIME      | 3.00       | 3.00       | 2-Moderate Need |
| 17. MOVING FROM MANAGER TO LEADER          | 5.00       | 2.00       | 1-High Need     |
| 18. PRIORITIZING AND DELEGATING WORK       | 4.00       | 1.00       | 1-High Need     |
| 19. SETTING AND MONITORING PERFORMANCE STA | 3.00       | 4.00       | 4-Low Need      |
| 20. USING CREATIVE THINKING                | 4.00       | 3.00       | 1-High Need     |
| 21. WIN – WIN NEGOTIATING                  | 3.00       | 3.00       | 2-Moderate Need |
| 22. WRITING PERFORMANCE APPRAISALS         | 3.00       | 5.00       | 4-Low Need      |