

CORE COMPETENCIES ANALYSIS WORKSHEET

Your Name: _____ Date: _____

A. What is the organization's mission statement?

B. What are the strategic objectives of the organization?

1. _____

2. _____

3. _____

4. _____

5. _____

6. _____

C. Weigh the relative importance of the main strategic objectives that the resource panel members or executive group have identified for our organization. Assign a total of 100 points to the objectives

	Points
Objective 1	_____
Objective 2	_____
Objective 3	_____
Objective 4	_____
Objective 5	_____
Objective 6	_____

- J.** Now consider the organization’s vision, values, and culture, What are the most important competencies or standards of behavior needed by employees to ensure that the organization is successful?

Vision

Shared Values & Culture

- K.** Review the descriptions of the 35 competencies in Workitect’s competency dictionary. Identify 5 to 10 competencies that you believe are most important to possess and develop for allemployees. Then allocate 100 points to the competencies you have selected, with these constraints: a minimum of 10 points and a maximum of 20 points per selected competency. In selecting the competencies and allocating points:

- Give heavier weight to the competencies which, if developed and practiced by employees, would lead to the greatest improvements in performance and results.
- Give heavier weight to competencies which are more important for potential leaders in the organization.

Allocate your 100 points on the next page. Then to facilitate tabulation of the ratings from all participants, transfer your points to one of the columns on the summary matrix on the flip chart.

Allocate a total of 100 points: 10 points min. and 20 points max. per competency.

CORE COMPETENCY	Points Allocated	CORE COMPE TENCY	Points Allocated
1. Establishing Focus		21. Technical Expertise	
2. Providing Motivational Support		22. Initiative	
3. Fostering Teamwork		23. Entrepreneurial Orientation	
4. Empowering Others		24. Fostering Innovation	
5. Managing Change		25. Customer Orientation	
6. Developing Others		26. Results Orientation	
7. Managing Performance		27. Thoroughness	
8. Fostering Diversity		28. Decisiveness	
9. Attention to Communication		29. Business Acumen	
10. Oral Communication		30. Global Perspective	
11. Written Communication		31. Self Confidence	
12. Persuasive Communication		32. Adaptability	
13. Interpersonal Effectiveness		33. Personal Credibility	
14. Influencing Others		34. Flexibility	
15. Building Collaborative Relationships		35. Personal Accountability	
16. Diagnostic Information Gathering			
17. Analytical Thinking			
18. Forward Thinking			
19. Conceptual Thinking			
20. Strategic Thinking			

Complete descriptions of each competency are contained in Workitect's Competency Dictionary and Competency Development Guide.

