

COMPETENCY DEVELOPMENT GUIDE

PART I

SELF-COMPETENCE,

A ROAD TO JOB

SATISFACTION

C H A P T E R

3

WHERE DO YOU
WANT TO GO, WHAT
DO YOU WANT TO DO,
AND WHAT ARE
YOU WILLING TO DO
TO GET THERE?

Details about the full Competency Development Guide, including table of contents, licensing, and ordering information (print and PDF versions) can be found on our website at www.workitect.com.

Identifying the Competencies You Want to Develop

CAREER PLANNING: A GUIDE TO SELF-ASSESSMENT

Before selecting specific competencies to develop, it may be helpful for you to spend some time thinking about your work life, personal life, and goals for the future. Your analysis should include an honest self-assessment of the aspects of your job that you find satisfying and those that are less satisfying, plus an assessment of your strengths and development needs. On the following pages are some forms to help you with this self-assessment.

EXERCISE #1

The first set of forms (pp. 35-37) list 35 different competencies which are important in varying degrees to the accomplishment of different job functions. These competencies are grouped into three clusters related to: people, business and self-management. Competencies include personal characteristics, motives, self-concept, knowledge and behavioral skills. (For some positions, a list of competencies that are most critical to that specific job function has been developed. If that list is available for your position, you should refer to it.) Some competencies are easier to develop on the job or through training than other competencies. For example, improving your competency at written communications is easier than improving your self-confidence. Each competency is transferable to some degree to other positions.

The first step in the self-assessment is to go through the list of competencies and check the box (High-Medium-Low) that best reflects the degree to which you possess that competency (Exhibit H). Before doing so, consider any source of information that may be helpful, such as performance appraisals, or feedback from a spouse, friends and other people who know you well. Also, be sure to ask, what do you like to do in your spare time?

Another technique is to write stories about previous successes or accomplishments that can help uncover your inherent strengths and development needs. Start with just one story—an event or time when you really felt successful. It can be from anytime in your life, something from work or leisure. As you write, try to include the following in your story:

- What was your goal? What were you trying to accomplish?
- What kind of hurdles or restraints did you face?
- What you did, step by step.
- A description of the result—the accomplishment.
- Any measurement of the result.

Review the story and circle any word or phrase that reveals a competency in use. Then write several additional stories. Include a story about a time when you felt the end result was unsuccessful. What does it tell you about those competencies that can be further developed?

EXERCISE #2

After completing your self-assessment of the 35 competencies, go to the next chart (Exhibit I) and identify your ten strongest competencies. These are the basic building blocks for success in your current job and for any future position. If you choose to change careers or compete for another position, you may have to rearrange your current transferable competencies into new priorities or patterns.



Exercise 1—Exhibit H

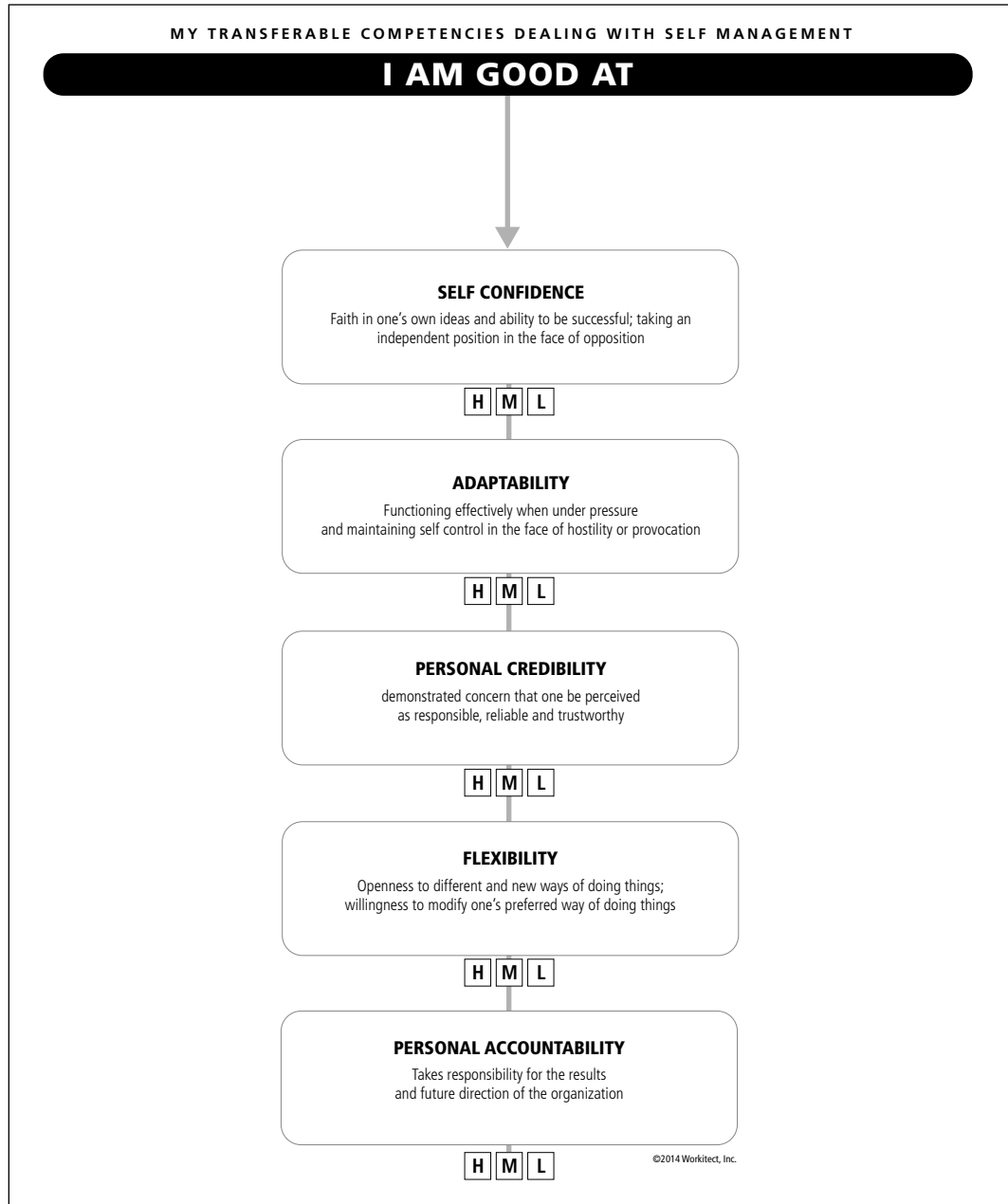
MY TRANSFERABLE COMPETENCIES DEALING WITH BUSINESS

I AM GOOD AT

PREVENTING AND SOLVING PROBLEMS	ACHEIVING RESULTS
<p style="text-align: center;">DIAGNOSTIC INFORMATION GATHERING Identifying the information needed to clarify a situation, seeking that information from appropriate sources, and using skillful questioning to draw out the information</p> <p style="text-align: center;">H M L</p>	<p style="text-align: center;">INITIATIVE identifying what needs to be done and doing it before being asked to or required by the situation</p> <p style="text-align: center;">H M L</p>
<p style="text-align: center;">ANALYTICAL THINKING Approaching a problem by using a logical, systematic, sequential approach</p> <p style="text-align: center;">H M L</p>	<p style="text-align: center;">ENTREPRENEURIAL ORIENTATION Looking for and seizing profitable business opportunities; taking calculated risks to achieve business goals</p> <p style="text-align: center;">H M L</p>
<p style="text-align: center;">FORWARD THINKING Anticipating the implications and consequences of situations and taking appropriate action to be prepared for possible contingencies</p> <p style="text-align: center;">H M L</p>	<p style="text-align: center;">FOSTERING INNOVATION Developing, sponsoring or supporting the introduction of new and improved methods, products, procedures, or technologies</p> <p style="text-align: center;">H M L</p>
<p style="text-align: center;">CONCEPTUAL THINKING Finding effective solutions by taking a holistic, abstract or theoretical perspective</p> <p style="text-align: center;">H M L</p>	<p style="text-align: center;">CUSTOMER ORIENTATION Demonstrated concern for satisfying one's external and/or internal customers</p> <p style="text-align: center;">H M L</p>
<p style="text-align: center;">STRATEGIC THINKING Analyzing competitive position by considering the market and industry trends, existing and potential customers, and strengths and weaknesses as compared to competitors</p> <p style="text-align: center;">H M L</p>	<p style="text-align: center;">RESULTS ORIENTATION Focusing on the desired end result of one's own or one's unit's work; setting challenging goals, focusing effort on the goals, and meeting or exceeding them</p> <p style="text-align: center;">H M L</p>
<p style="text-align: center;">TECHNICAL EXPERTISE Depth of knowledge and skill in a technical area</p> <p style="text-align: center;">H M L</p>	<p style="text-align: center;">THOROUGHNESS Ensuring that one's own and other's work and information are complete and accurate; careful preparation for meetings and presentations; following up with others to ensure that agreements and commitments have been fulfilled</p> <p style="text-align: center;">H M L</p>
	<p style="text-align: center;">DECISIVENESS Making difficult decisions in a timely manner</p> <p style="text-align: center;">H M L</p>
	<p style="text-align: center;">BUSINESS ACUMEN Acting with insight and intelligence in the areas of commerce and industry</p> <p style="text-align: center;">H M L</p>
	<p style="text-align: center;">GLOBAL PERSPECTIVE Understanding the impact of global factors on the business</p> <p style="text-align: center;">H M L</p>

©2014 Workitect, Inc.

Exercise 1—Continued



Exercise 1—Continued

It would be similar to the rearranging of building blocks that we used to do as a child. By changing the order of the building blocks, i.e. the order of importance of your competencies, you may have defined a new career goal for yourself.

EXERCISE #3

Completing the circles on the Career Planning Diagram (Exhibit J) may lead to some additional insight regarding your career plans. The circle in the middle asks you to summarize your top three transferable competencies, a continuation of the thinking you did in Exercise 2.

In "The Kind of Place I'd Like to Work:" circle (upper left), consider a variety of choices such as the size of company, number of employees, kind of business, location, department, organizational climate, etc.

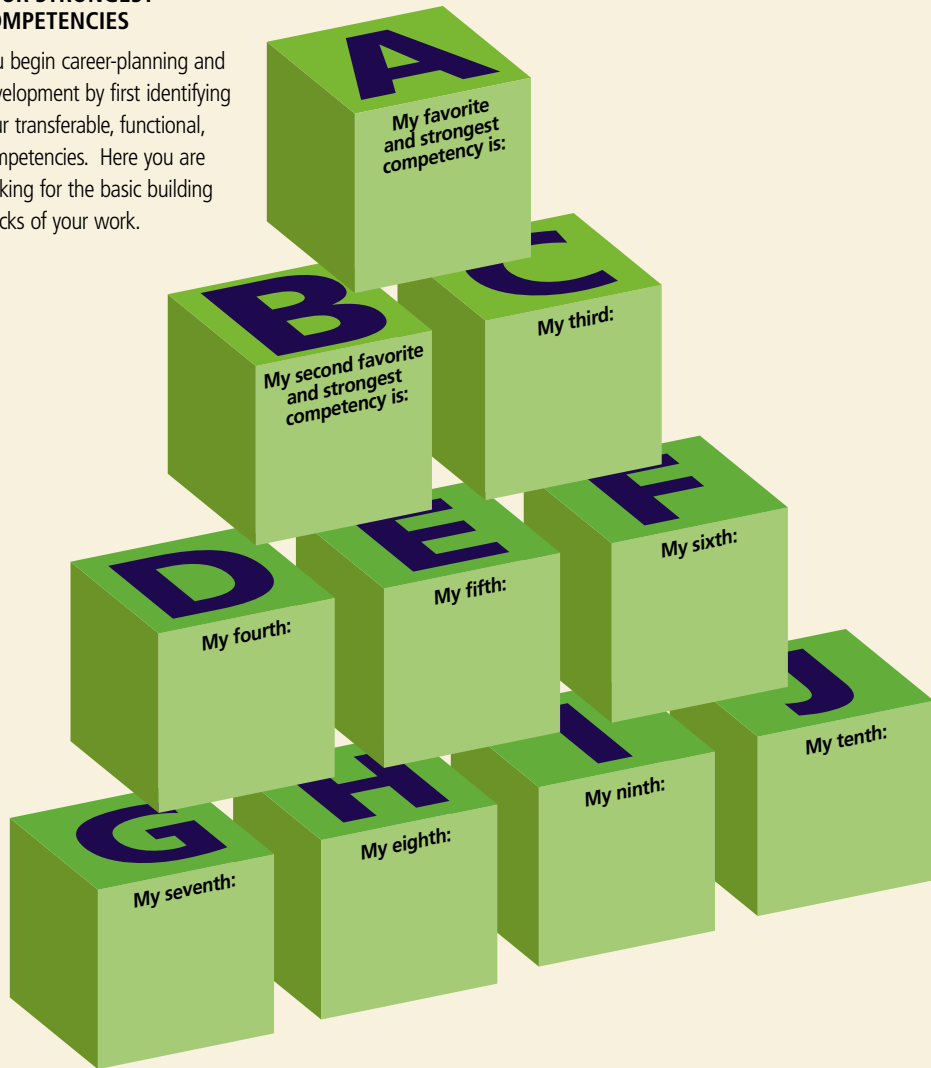
In the "At a Place That Deals With, or Has:" circle (upper right), complete the phrase while considering the type of product or service, the functional area, kind of customer, etc.

In the "My Primary Goals In My New Career:" circle (lower left), consider what you want to accomplish, how you want to accomplish "it", the kind of team you want to be on, etc.

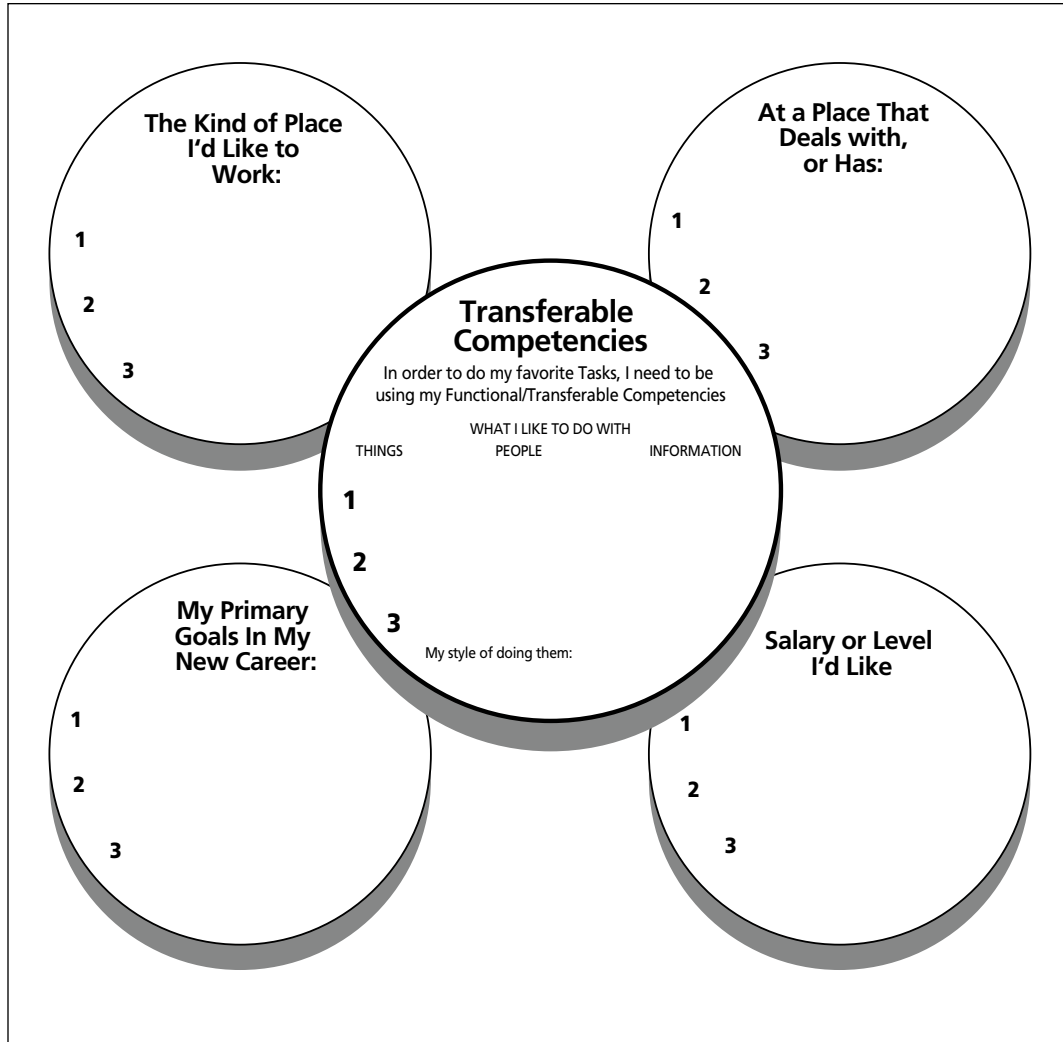
In the "Salary Or Level I'd Like" circle (lower right) consider the income range, starting pay level, and/or financial assistance you would need.

IDENTIFYING YOUR STRONGEST COMPETENCIES

You begin career-planning and development by first identifying your transferable, functional, competencies. Here you are looking for the basic building blocks of your work.



Exercise 2—Exhibit I



Exercise 3—Exhibit J