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Your success in any job depends on the value of your contribution to the organization. Managers, mentors and professional coaches can encourage, advise and guide you as you grow professionally. However, the ultimate responsibility for your career development is yours and yours alone.

This report is designed to assist you in managing and developing your career. For many jobs, personal skills are as important as technical skills in producing superior performance. Personal skills are often transferable to different jobs, whereas technical skills are usually more specific.

Based on your responses to the Personal Soft Skills Indicator™ questionnaire, this report indicates your mastery of 23 personal skills. These 23 personal skills contribute to superior performance in many jobs. Your mastery of these personal skills are categorized into three levels:

- 1) Mastered
- 2) Some Mastery
- 3) Not Yet Mastered

While personal skills are certainly important for career development, it is not necessary to master every one. In fact, mastery of a personal skill may not benefit your career if it isn't required in your current job. In order to optimize your career potential, it is best to focus your development efforts on the personal skills that are required in your current job, or the job you want.

Be sure to read the entire report with an open mind. Everyone has areas where they can improve. Before deciding to work on developing personal skills you have not yet mastered or have some mastery of, you may want to discuss the report with a trusted peer, mentor or professional coach. You may even wish to share the report with your manager. In most cases, management takes a very positive view of individuals who wish to develop their skills.



MASTERY INDICATOR

This section of your report shows your mastery level of 23 personal skills based on your responses to the questionnaire. The 23 personal skills have been categorized into three levels: Mastered, Some Mastery, and Not Yet Mastered.

PERSONAL SKILLS RANKING	
1	Interpersonal Skills
2	Planning/Organizing
3	Leadership
4	Conflict Management
5	Goal Orientation
6	Analytical Problem Solving
7	Teamwork
8	Continuous Learning
9	Employee Development/Coaching
10	Written Communication
11	Customer Service
12	Empathy
13	Management
14	Flexibility
15	Personal Effectiveness
16	Diplomacy
17	Self-Management (time and priorities)
18	Presenting
19	Creativity/Innovation
20	Persuasion
21	Negotiation
22	Futuristic Thinking
23	Decision Making

Mastered Some Mastery Not Yet Mastered

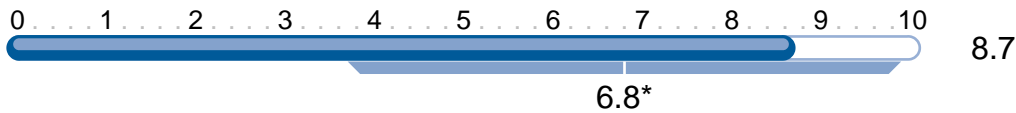
Note: Don't be concerned if you have not mastered all 23 personal skills. Research has proven that individuals seldom master all 23. Mastery of the most important personal skills needed for your personal and professional life is what is critical.



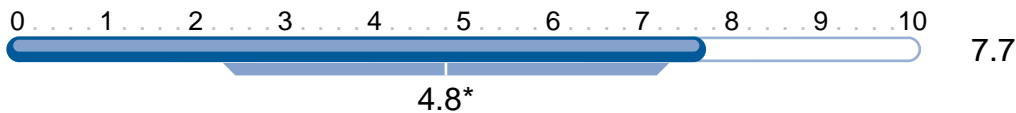
COMPETENCIES HIERARCHY

Your unique hierarchy of competencies is key to your success. Knowing what they are is essential to reaching your goals. The graphs below rank your competencies from top to bottom.

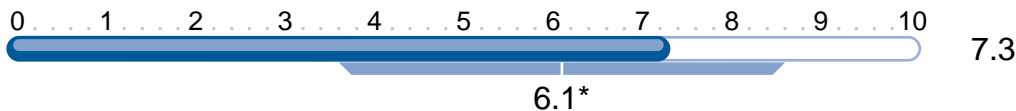
1. INTERPERSONAL SKILLS - Effectively communicating, building rapport and relating well to all kinds of people.



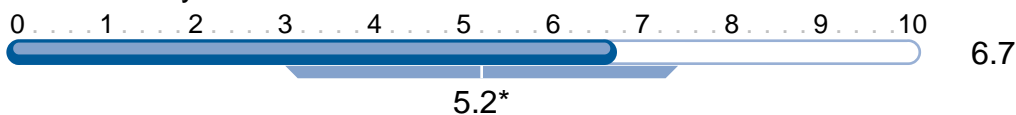
2. PLANNING/ORGANIZING - Utilizing logical, systematic and orderly procedures to meet objectives.



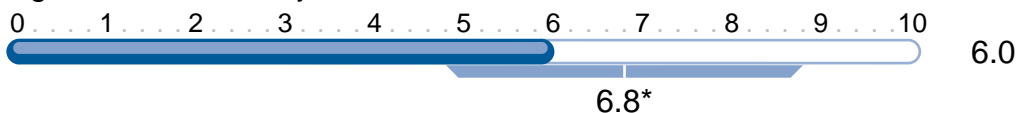
3. LEADERSHIP - Achieving extraordinary business results through people.



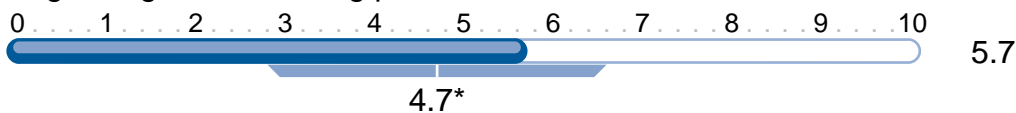
4. CONFLICT MANAGEMENT - Addressing and resolving conflict constructively.



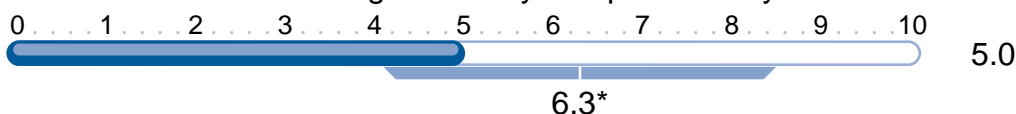
5. GOAL ORIENTATION - Energetically focusing efforts on meeting a goal, mission or objective.



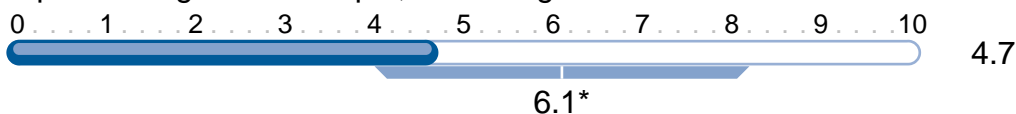
6. ANALYTICAL PROBLEM SOLVING - Anticipating, analyzing, diagnosing, and resolving problems.



7. TEAMWORK - Working effectively and productively with others.



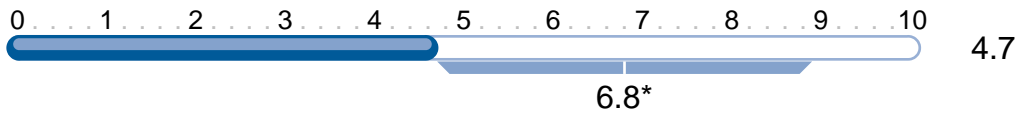
8. CONTINUOUS LEARNING - Taking initiative in learning and implementing new concepts, technologies and/or methods.



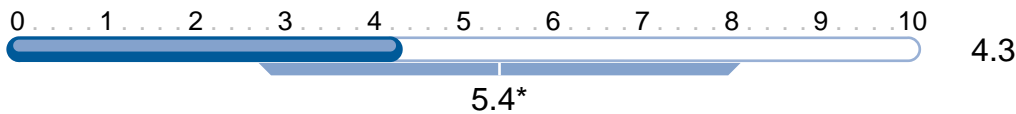
* 68% of the population falls within the shaded area.



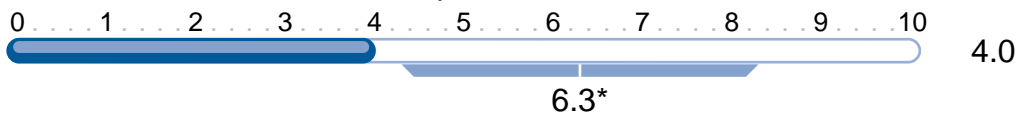
9. EMPLOYEE DEVELOPMENT/COACHING - Facilitating and supporting the professional growth of others.



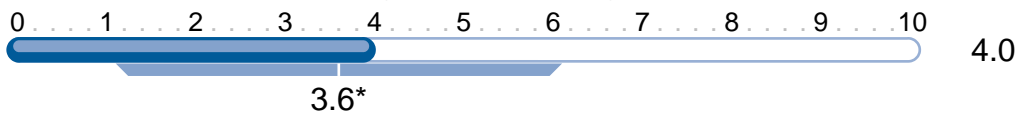
10. WRITTEN COMMUNICATION - Writing clearly, succinctly and understandably.



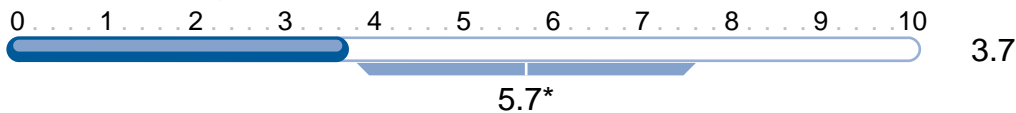
11. CUSTOMER SERVICE - Anticipating, meeting and/or exceeding customer needs, wants and expectations.



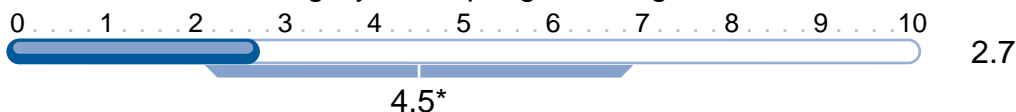
12. EMPATHY - Identifying with and caring about others.



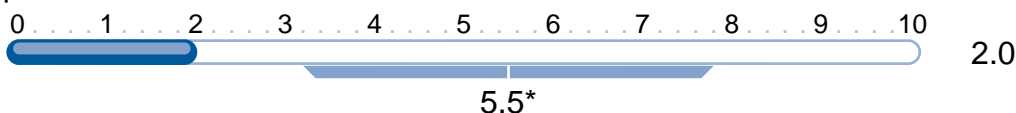
13. MANAGEMENT - Achieving extraordinary results through effective management of resources, systems and processes.



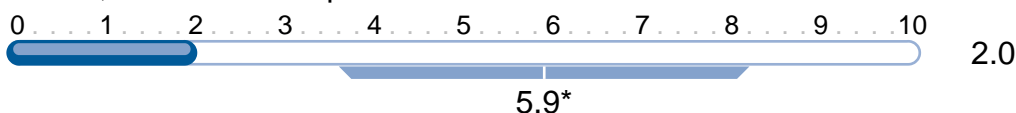
14. FLEXIBILITY - Agility in adapting to change.



15. PERSONAL EFFECTIVENESS - Demonstrating initiative, self-confidence, resiliency and a willingness to take responsibility for personal actions.



16. DIPLOMACY - Effectively handling difficult or sensitive issues by utilizing tact, diplomacy and an understanding of organizational culture, climate and/or politics.



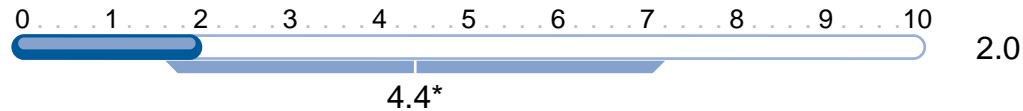
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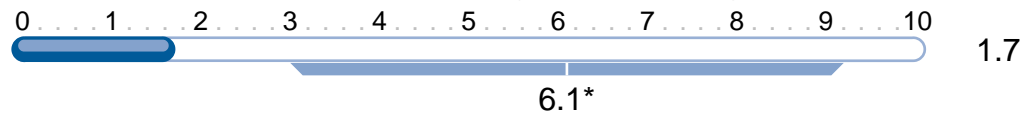
COMPETENCIES HIERARCHY

17. SELF-MANAGEMENT (TIME AND PRIORITIES) -

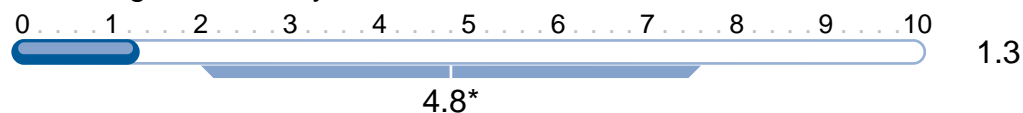
Demonstrating self control and an ability to manage time and priorities.



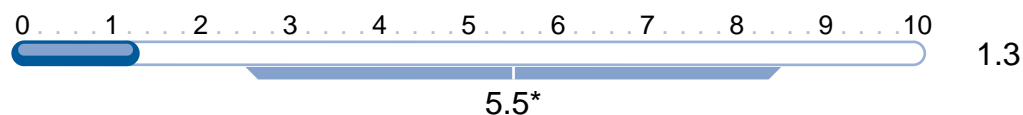
18. PRESENTING - Communicating effectively to groups.



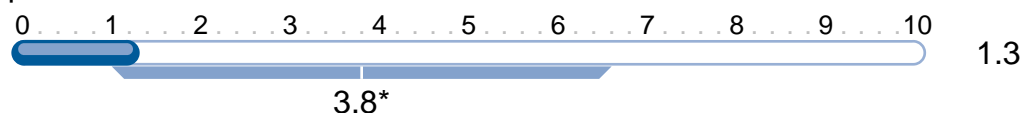
19. **CREATIVITY/INNOVATION** - Adapting traditional or devising new approaches, concepts, methods, models, designs, processes, technologies and/or systems.



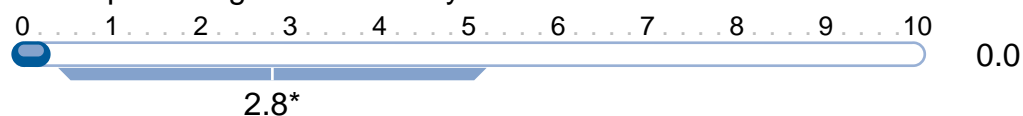
20. **PERSUASION** - Convincing others to change the way they think, believe or behave.



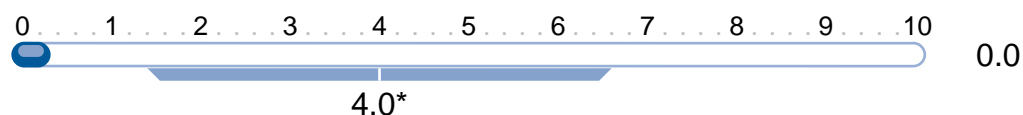
21. **NEGOTIATION** - Facilitating agreements between two or more parties.



22. **FUTURISTIC THINKING** - Imagining, envisioning, projecting and/or predicting what has not yet been realized.



23. **DECISION MAKING** - Utilizing effective processes to make decisions.



* 68% of the population falls within the shaded area.



PERSONAL SKILLS WITH MASTERY

This section of your report lists and describes personal skills you have mastered based on your responses to the questionnaire. The statements listed below describe the consistent actions of individuals who have mastered these personal skills. Read each statement and think of when and where you have consistently demonstrated the actions described.

INTERPERSONAL SKILLS: Effectively communicating, building rapport and relating well to all kinds of people.

- Strives for self-awareness.
- Demonstrates sincere interest in others.
- Treats all people with respect, courtesy and consideration.
- Respects differences in the attitudes and perspectives of others.
- Listens, observes and strives to gain understanding of others.
- Communicates effectively.
- Sensitive to diversity issues.
- Develops and maintains relationships with many different kinds of people regardless of cultural differences.



PERSONAL SKILLS WITH SOME MASTERY

This section of your report lists and describes the personal skills in which you have some mastery based on your responses to the questionnaire. The statements listed below describe the consistent actions of individuals who have mastered these personal skills. Read each statement and think of when and where you have consistently demonstrated the actions described. Some Mastery of a personal skill means you consistently demonstrate some of the actions described but not all of them. Place a star next to the statements that describe actions you demonstrate on a consistent basis. Then, place an X next to the statements that describe actions you don't demonstrate often, if at all. These statements describe the actions you must begin to demonstrate more consistently if they are required in your job.

PLANNING/ORGANIZING: Utilizing logical, systematic and orderly procedures to meet objectives.

- Works effectively within established time frames and priorities.
- Utilizes logical, practical and efficient approaches.
- Prioritizes tasks for optimum productivity.
- Develops procedures, processes and systems for order, accuracy, efficiency and productivity.
- Anticipates probable effects, outcomes and risks.
- Develops contingency plans to minimize waste, error and risk.
- Allocates, adjusts and manages resources according to priorities.
- Monitors implementation of plans and makes adjustments as needed.

LEADERSHIP: Achieving extraordinary business results through people.

- Inspires others with compelling visions.
- Takes risks for the sake of principles, values or mission.
- Builds trust and demonstrates integrity with a noticeable congruence between words and actions (walks their talk).
- Demonstrates optimism and positive expectations of others.
- Delegates appropriate responsibilities and authority.
- Involves people in decisions that affect them.
- Addresses performance issues promptly, fairly and consistently.
- Adapts methods and approaches to the needs and motivations of others.
- Makes decisions to avoid or mitigate the negative consequences for people.
- Demonstrates loyalty to constituents.



PERSONAL SKILLS WITH SOME MASTERY

CONFLICT MANAGEMENT: Addressing and resolving conflict constructively.

- Readily identifies and addresses issues, concerns or conflicts.
- Recognizes opportunities for positive outcomes in conflict situations.
- Reads situations quickly and accurately to pinpoint critical issues.
- Listens to gain understanding of an issue from different perspectives.
- Diffuses tension and effectively handles emotional situations.
- Assists people in adversarial positions to identify common interests.
- Strives to settle differences equitably.
- Settles differences without damaging relationships.

GOAL ORIENTATION: Energetically focusing efforts on meeting a goal, mission or objective.

- Acts independently to achieve objectives without supervision.
- Expends the necessary time and effort to achieve goals.
- Recognizes and acts on opportunities to advance progress towards meeting goals.
- Establishes and works toward ambitious and challenging goals.
- Develops and implements strategies to meet objectives.
- Measures effectiveness and performance to ensure results are attained.
- Acts with a sense of urgency to achieve goals.
- Demonstrates persistence in overcoming obstacles to meet objectives.
- Takes calculated risks to achieve results.



PERSONAL SKILLS NOT YET MASTERED

Very few individuals have mastered all 23 personal skills. This section of your report lists and describes the personal skills you have not yet mastered based on your responses to the questionnaire. The statements listed below describe the consistent actions of individuals who have mastered these personal skills. Read each statement and place an X next to those that describe actions you need to demonstrate in order to fulfill the requirements of your job.

ANALYTICAL PROBLEM SOLVING: Anticipating, analyzing, diagnosing, and resolving problems.

- Anticipates, identifies and resolves problems or obstacles.
- Utilizes logic and systematic processes to analyze and solve problems.
- Defines the causes, effects, impact and scope of problems.
- Identifies the multiple components of problems and their relationships.
- Prioritizes steps to solution.
- Develops criteria for optimum solutions.
- Evaluates the potential impact of possible solutions and selects the best one.

TEAMWORK: Working effectively and productively with others.

- Respects team members and their individual perspectives.
- Makes team mission and objectives a priority.
- Works toward consensus when team decisions are required.
- Meets agreed-upon deadlines on team assignments and commitments.
- Shares responsibility with team members for successes and failures.
- Keeps team members informed regarding projects.
- Supports team decisions.
- Recognizes and appreciates the contributions of team members.
- Behaves in a manner consistent with team values and mission.
- Provides constructive feedback to team and its members.
- Responds positively to feedback from team members.
- Raises and/or confronts issues limiting team effectiveness.



PERSONAL SKILLS NOT YET MASTERED

CONTINUOUS LEARNING: Taking initiative in learning and implementing new concepts, technologies and/or methods.

- Demonstrates curiosity and enthusiasm for learning.
- Takes initiative in acquiring and mastering the skills and knowledge requirements of a position.
- Keeps abreast of current or new information through reading and other learning methods.
- Actively interested in new technologies, processes and methods.
- Welcomes or seeks assignments requiring new skills and knowledge.
- Expends considerable effort and/or expense on learning.
- Genuinely enjoys learning.
- Identifies applications for knowledge.
- Is considered a knowledgeable resource by others.

EMPLOYEE DEVELOPMENT/COACHING: Facilitating and supporting the professional growth of others.

- Expresses confidence in others' ability to perform.
- Identifies developmental needs.
- Encourages initiative and improvement.
- Provides opportunities for training.
- Gives new, difficult and/or challenging work assignments.
- Acknowledges and praises improvements.
- Trains, coaches and mentors others to develop.
- Views mistakes as opportunities for learning.
- Promotes learning and growth.



PERSONAL SKILLS NOT YET MASTERED

WRITTEN COMMUNICATION: Writing clearly, succinctly and understandably.

- Writes in ways that make abstract concepts, issues and information clear and understandable.
- Utilizes a wide range of appropriate writing techniques and methods.
- Succinctly presents objective or subjective viewpoints and arguments.
- Achieves communication objectives by organizing information in logical sequences that lead readers to come to natural conclusions.
- Determines what information needs to be communicated.
- Skillfully utilizes written language to convey key messages and meaning.
- Effectively involves readers in the material.
- Adjusts writing style to specific audiences as needed.

CUSTOMER SERVICE: Anticipating, meeting and/or exceeding customer needs, wants and expectations.

- Strives to anticipate, identify and understand customers' wants, needs and concerns.
- Responds to customers with a sense of urgency.
- Follows through on customer requests.
- Is patient and courteous with customers.
- Resolves issues and complaints to the satisfaction of customers.
- Expend extraordinary effort to satisfy customers.
- Develops relationships with customers.
- Partners with customers to assist them in achieving their objectives.
- Acts as an advocate for customers' needs.
- Takes professional risks for the sake of customers' needs.



PERSONAL SKILLS NOT YET MASTERED

EMPATHY: Identifying with and caring about others.

- Demonstrates genuine concern for others.
- Respects and values people.
- Perceives and is sensitive to the emotions people experience.
- Expend considerable effort to understand the real needs, concerns and feelings of others.
- Advocates for the interests, needs and wants of others.
- Demonstrates cross-cultural sensitivity and understanding.
- Takes personal and/or professional risks for the sake of others.

MANAGEMENT: Achieving extraordinary results through effective management of resources, systems and processes.

- Takes risks for the sake of goals, objectives or results.
- Demonstrates optimism and positive expectations of others.
- Establishes high performance standards.
- Holds people accountable and focused on goals and priorities.
- Identifies barriers to objectives and removes them.
- Delegates appropriate responsibilities and authority.
- Ensures adequate resources are available to achieve objectives.
- Makes decisions that benefit the bottom line or return on investment.

FLEXIBILITY: Agility in adapting to change.

- Responds promptly to shifts in direction, priorities and schedules.
- Demonstrates agility in accepting new ideas, approaches and/or methods.
- Effective in juggling multiple priorities and tasks.
- Modifies methods or strategies to fit changing circumstances.
- Adapts personal style to work with different people.
- Maintains productivity during transitions, even in the midst of chaos.
- Embraces and/or champions change.



PERSONAL SKILLS NOT YET MASTERED

PERSONAL EFFECTIVENESS: Demonstrating initiative, self-confidence, resiliency and a willingness to take responsibility for personal actions.

- Possesses unwavering confidence and belief in personal capabilities.
- Takes initiative and does what ever it takes to achieve goals.
- Projects confidence and self-assurance.
- Bounces back after setbacks.
- Asserts self in personal and professional life.
- Admits mistakes and works to avoid repeating them.
- Accepts personal responsibility for achieving personal and professional goals.
- Functions effectively and achieves results even in adverse circumstances.

DIPLOMACY: Effectively handling difficult or sensitive issues by utilizing tact, diplomacy and an understanding of organizational culture, climate and/or politics.

- Effectively utilizes tact and diplomacy in working with people across hierarchical, functional and/or cultural borders.
- Understands cultural, climate and organizational issues.
- Adapts conduct and communications to "politically correct" standards.
- Effectively leverages networks of influence to get things done.
- Is sensitive to the needs of "special interest" groups within organizations.
- Builds relationships and networks with key people of influence.
- Provides advice, counsel and mentoring on organizational issues.
- Utilizes both formal and informal networks internally to obtain support and achieve results.
- Utilizes both formal and informal networks externally to obtain support and achieve results.



PERSONAL SKILLS NOT YET MASTERED

SELF-MANAGEMENT (TIME AND PRIORITIES): Demonstrating self control and an ability to manage time and priorities.

- Effectively manages emotions and impulses.
- Effectively manages time and priorities to meet deadlines.
- Presents self assertively.
- Demonstrates an ability to maintain composure in the midst of crisis.
- Strives for continuous improvement.
- Balances personal and professional life.
- Takes initiative and acts without waiting for direction.
- Accepts responsibility for actions and results.

PRESENTING: Communicating effectively to groups.

- Organizes information to be presented in succinct, logical sequence.
- Presents information in ways that makes abstract or complex concepts clear and understandable.
- Effectively utilizes language, word-pictures, stories, metaphors and humor.
- Utilizes a wide range of non-verbal communication or body language such as speech inflection, voice modulation, eye contact, facial expression and gestures.
- Implements a variety of visual and auditory devices to capture and invoke the audience's senses, participation and interest.
- Projects authenticity, confidence, conviction and passion.
- Appeals to and engages the heart and mind of the audience.
- Tailors presentation to the interests, needs and wants of audiences.
- Establishes and delivers content objectives.
- Communicates in ways that elevate audience awareness and understanding.
- Communicates in ways that enlighten, educate, challenge and persuade the audience to think, believe or behave in a specific way.
- Is recognized and relied upon as an effective spokesperson.



PERSONAL SKILLS NOT YET MASTERED

CREATIVITY/INNOVATION: Adapting traditional or devising new approaches, concepts, methods, models, designs, processes, technologies and/or systems.

- Notices unique patterns, variables, processes, systems or relationships.
- Expresses non-traditional perspectives and/or novel approaches.
- Synthesizes and/or simplifies data, ideas, models, processes or systems.
- Challenges established theories, methods and/or protocols.
- Encourages and promotes creativity and innovation.
- Modifies existing concepts, methods, models, designs, processes, technologies and systems.
- Develops and tests new theories to explain or resolve complex issues.
- Applies unorthodox theories and/or methods.
- Imagines new or revolutionary concepts, methods, models, designs, processes, technology, systems, products, services or industries.

PERSUASION: Convincing others to change the way they think, believe or behave.

- Utilizes the knowledge of other's needs, wants, beliefs, attitudes, and behavior to promote a concept, product or service.
- Builds trust and credibility before attempting to promote concepts, products or services.
- Understands and utilizes compliance-producing behaviors to influence others such as authority, being likeable, proof of the prior compliance of others, limited availability, sampling or giving something away to create a sense of obligation.
- Uses logic and reason to develop rational arguments that challenge current assumptions, attitudes, beliefs, and behavior.
- Identifies and addresses the social, emotional, economic, and practical barriers that prevent people from complying.
- Adapts techniques and approaches to the needs and wants of those being influenced.



PERSONAL SKILLS NOT YET MASTERED

NEGOTIATION: Facilitating agreements between two or more parties.

- Understands both parties must get something they want before agreement is feasible.
- Listens to identify and understand what each party wants.
- Determines what each party is willing to accept in an agreement.
- Establishes a non-threatening environment, conducive to open communication for discussing possible terms of agreement.
- Develops the terms for an agreement.
- Ensures each party understands the terms of agreement.
- Binds agreements between parties with verbal and/or written contracts.

FUTURISTIC THINKING: Imagining, envisioning, projecting and/or predicting what has not yet been realized.

- Demonstrates an ability to connect the dots and see the big-picture.
- Observes and analyzes the forces driving current reality that may have long-term effects.
- Utilizes foresight and intuitive perception as well as factual events to draw inferences.
- Recognizes, supports and/or champions progressive ideas.
- Anticipates future trends or events.
- Envisions possibilities others may not.
- Imagines and/or predicts changes in current reality based on deductive and conceptual reasoning.



PERSONAL SKILLS NOT YET MASTERED

DECISION MAKING: Utilizing effective processes to make decisions.

- Demonstrates an ability to make difficult decisions in a timely manner.
- Gathers relevant input and develops a rationale for making decisions.
- Evaluates the impact or consequences of decisions before making them.
- Acts decisively despite obstacles, resistance or opposition.
- Accepts consequences of decisions.
- Willing to correct erroneous decisions when necessary.
- Defends rationale for decisions when necessary.



GETTING THE MOST FROM YOUR REPORT

Questions about the personal skills you have mastered:

- Are you using the personal skills you have mastered more in your personal or professional life?
- How is your mastery of these personal skills contributing to your success?
- How can you use these personal skills to advance your career, get a promotion or secure a better job?
- Do other people know that you have mastered these personal skills?
- If not, what would be the benefit of sharing this information with them?

Questions about the personal skills in which you have some mastery:

- How has not mastering these personal skills hindered your ability to succeed personally or professionally?
- Which of these personal skills might help you the most personally, if you mastered them more thoroughly?
- Which of these personal skills might help you the most professionally, if you mastered them more thoroughly?

Questions about the personal skills you have not yet mastered:

- Which of these personal skills might help you the most personally, if you mastered them?
- Which of these personal skills might help you the most professionally, if you mastered them?