

The 9 Behavioural Skills

Breadth of Awareness to be well informed

Develops and maintains networks and formal channels of communication within the organisation and with the outside world; uses information technology to gain information; maintains an awareness of what should be happening and what progress is being made; keeps abreast of areas of relevant local, national and international political and economic developments; monitors competitor activity.

Incisiveness to have a clear understanding

Gets a clear overview of an issue; grasps information accurately; relates pieces of information; identifies causal relationships; gets to the heart of the problem; identifies the most productive lines of enquiry; appreciates all the variables affecting an issue; identifies limitations to information; adapts thinking in light of new information; tolerates and handles conflicting/ambiguous information and ideas.

Reasoning to find ways forward

Generates options; evaluates options by examining the positive and negative aspects if they were put into effect; anticipates effects of options on others; foresees others' reactions; demonstrates common sense and initiative.

Organisation to work productively

Identifies priorities; thinks back from deadlines; identifies elements of tasks; schedules elements; anticipates resource needs; allocates resources to tasks; sets objectives for staff; manages own and others' time.

Drive to achieve results

Prepared to compromise to achieve a result; installs solution within time frame; innovates or adapts existing procedures to ensure a result; takes on problems; suffers personal inconvenience to ensure problems are solved; comes forward with ideas; sets challenging targets; sets out to win new business; sets own objectives; recognises areas for self development; acquires new skills and capabilities; accepts new challenges.

Self confidence to lead the way

Expresses and conveys a belief in own ability; prepared to take and support decisions; stands up to seniors; willing to take calculated risks; admits to areas of inexperience.

Sensitivity to identify others' viewpoints

Listens to others' viewpoints; adapts to other person; takes account of others' needs; shows empathy in oral and written communication; aware of others' expectations.

Co-operation to work with other people

Involves others in own area and ideas; keeps others informed; makes use of available support services; utilises skills of team members; open to others' ideas and suggestions.

Goal-orientation to win in the long term

Sticks to a plan; does not get side-tracked; sacrifices the present for the future; bides time when conditions are not favourable.