PS Leader Post Training Exercise and Job-Aid

Now that you have participated in the PS Leader assessment and development planning process, you know the importance of selecting both strengths and development areas to target for development. The competencies with definitions below are a subset of the PS Leader competencies you are now familiar with. Many of these competencies will have relevance for the performance of your direct reports. Provide ratings for each, or any, of your direct reports to assess what their strengths are. Use the scale below, then calculate the gap in the last column. (Current Proficiency – Required Proficiency = Gap)

SCALE: 1 = No Proficiency   2 = Low Proficiency   3= Moderate Proficiency   4 = High Proficiency   5 = Very High Proficiency

Competency and Definition	Current Proficiency	Required Proficiency	Gap
Action Orientation. Takes action and risks when needed; makes difficult decisions when necessary.			
Budgeting. Prepares and justifies budget; monitors expenses.			
Business Knowledge. Stays informed on all aspects of the business that impact or influence own decisions or job.			
Commitment to Workforce Diversity. Manages workforce diversity by being sensitive to differences.			
Conflict Resolution and Negotiation. Anticipates and seeks to resolve confrontations, disagreements, and complaints in a constructive manner; negotiates to find mutually acceptable solutions.			
Creativity and Innovation. Identifies new possibilities and solutions; fosters innovations among others.			
Flexibility. Adapts to change in the work environment; effectively copes with stress.			
Influencing. Networks with, and provides information to, key groups and individuals; appropriately uses persuasion and authority in dealing with others to achieve goals.			
Interpersonal Skills. Considers and responds appropriately to the needs, feelings, and capabilities of others; treats others equitably.			
Oral Communication. Listens to others; makes clear and effective oral presentations to individuals or groups.			
Planning and Executing. Establishes policies, guidelines, plans, and priorities; identifies required resources; plans and coordinates with others; monitors progress and evaluates outcomes; improves organizational efficiency.			
Problem Solving and Decision-Making. Recognizes and defines problems; analyzes relevant information; considers a variety of factors in selecting alternative solutions.			

Competency and Definition	Current Proficiency	Required Proficiency	Gap
Quality Centered. Actively seeks customer input; ensures that customer needs are met; continuously seeks to improve the quality of services, products, and processes.			
Results Focus. Works persistently to achieve goals and overcome obstacles; takes advantage of opportunities to further goals; displays accountability for results.			
Role Modeling. Leads by example; shows congruence between words and actions; follows through on agreements.			
Self-Development. Assesses own strengths, weaknesses, and impact on others; seeks feedback from others; invests in own development; maintains technical proficiency.			
Team Leadership. Fosters cooperation, communication, and consensus.			
Time Management. Manages time efficiently.			
Writing. Communicates effectively in writing.			

After you have completed the ratings, determine your direct reports' highest strengths by circling those competencies where you rated Required Proficiency at least a 4, and where the gap for these competencies is 0 or a positive number.

If there are no strengths, you can lower the Required Proficiency threshold to 3 and try again.

How to use these strengths:

- Repeatedly make your direct report aware that you believe he or she has these strengths in either an informal meeting or a periodic performance review.

- Look for opportunities for the direct report to use these strengths in their work or in special projects.

- Think of ways the direct report can further develop these job strengths and encourage them in these directions.

- Consider ways that the various subordinate positions you are responsible for could be redesigned to better utilize the strengths of the employees who report to you.