

# PERFORMANCE DNA™

Personal Soft Skills Indicator™

Prepared for:

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# INTRODUCTION

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, soft skills are as important as technical skills in producing superior performance. Soft 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 soft skills. These 23 soft skills contribute to superior performance in many jobs. Your mastery of these soft skills are categorized into three levels:

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

While soft skills are certainly important for career development, it is not necessary to master every one. In fact, mastery of a soft 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 soft 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 soft 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.

## SOFT SKILLS YOU HAVE MASTERED

*This section of your report lists and describes soft 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 soft skills. Read each statement and think of when and where you have consistently demonstrated the actions described.*

**PERSONAL EFFECTIVENESS:** Personal effectiveness is necessary to demonstrate initiative, self-confidence, resiliency, and a willingness to take responsibility for personal actions. This ability is important in many jobs but may be essential for actors, computer programmers and independent contractors. Individuals who have mastered this soft skill...

- \* Demonstrate initiative and sense of purpose in the pursuit of personal goals
- \* Take responsibility for own actions
- \* Project strong confidence in their own abilities
- \* Demonstrate resiliency by bouncing back from setbacks
- \* Function effectively in adverse circumstances

**FLEXIBILITY:** Flexibility is necessary to adapt to change with agility. This ability may be essential for certain jobs in law enforcement, child-care services and fire fighting. Individuals who have mastered this soft skill...

- \* Adapt quickly to changes in direction, priority and/or schedules
- \* Modify strategies, methods or behavior to fit changing circumstances
- \* Maintain productivity during transitions
- \* Manage multiple priorities and/or tasks
- \* Embrace or champion change

**MANAGEMENT:** Management is necessary to achieve extraordinary results through the effective management of resources, processes and systems. This ability may be essential for certain jobs in administration, supervision and project management. Individuals who have mastered this soft skill...

- \* Manage resources, systems and/or processes for optimum results
- \* Identify and remove barriers that keep others from achieving objectives
- \* Hold people accountable for results
- \* Establish high performance standards for others
- \* Make decisions that improve profits and return on investments

# SOFT SKILLS YOU HAVE MASTERED

**CREATIVITY/INNOVATION:** Creativity/innovation is necessary to make revisions to traditional or devise new approaches, concepts, methods, models, designs, processes, technologies, and/or systems. This ability may be essential for entertainers, artists and designers. Individuals who have mastered this soft skill...

- \* Challenge established concepts, theories, methods, or processes
- \* Actively seek creative solutions to problems
- \* Synthesize data, concepts, models, processes, or systems to improve results
- \* Make improvements to established concepts, theories, methods, or processes
- \* Invent or develop new concepts, theories, methods, or processes to improve results

**FUTURISTIC THINKING:** Futuristic thinking is needed to imagine, envision, project, and/or predict what has not yet been realized. This ability may be essential for entrepreneurs, product developers and venture capitalists. Individuals who have mastered this soft skill...

- \* Envision possibilities that others may not
- \* Demonstrate an ability to see the big picture
- \* Focus on the future
- \* Pursue futuristic ideas, opportunities or ventures
- \* Champion futuristic ideas, opportunities or ventures regardless of risk

**LEADERSHIP:** Leadership is necessary to achieve extraordinary results through people. This ability may be essential for senior executives, politicians and team leaders. Individuals who have mastered this soft skill...

- \* Adapt methods and approaches to the motivations of others
- \* Inspire and lead others to achieve results
- \* Obtain commitment from others to support a vision or goal
- \* Build trust with a noticeable congruence between words and actions
- \* Make decisions and takes risks for the benefit of constituents

**PERSUASION:** Persuasion is needed to convince others to change the way they think, believe or behave. This ability may be essential for political lobbyists, commission salespeople and trial lawyers. Individuals who have mastered this soft skill...

- \* Use logic and reason to make their point
- \* Influence others
- \* Persuade others
- \* Sell their ideas to others
- \* Convince others to take action

## SOFT SKILLS IN WHICH YOU HAVE SOME MASTERY

*This section of your report lists and describes the soft 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 soft skills. Read each statement and think of when and where you have consistently demonstrated the actions described.*

*Some Mastery of a soft 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.*

**GOAL ORIENTATION:** Goal orientation is required to energetically focus efforts on meeting goals, missions or objectives. This ability is important for many jobs but may be essential for entrepreneurs, executives and professional athletes. Individuals who have mastered this soft skill...

- \* Take initiative and act independently to achieve goals
- \* Set and work towards ambitious goals
- \* Recognize and seize opportunities
- \* Persist in efforts to achieve goals despite obstacles or resistance
- \* Take risks to achieve goals

**CONTINUOUS LEARNING:** Continuous learning is necessary to take initiative in learning and implementing new concepts, technologies and/or methods. This ability may be essential for certain jobs in research, technology and academics. Individuals who have mastered this soft skill...

- \* Provide knowledge and expertise to others
- \* Demonstrate a sincere enthusiasm and commitment to learning
- \* Invest their own time and money to learn new skills
- \* Pursue challenging assignments to gain new skills and knowledge
- \* Actively seek information to keep abreast of what's new in the field

**DECISION-MAKING:** Decision-making is required to make effective decisions. This ability is important in many jobs but may be essential for chief executive officers, swat team commanders and surgeons. Individuals who have mastered this soft skill...

- \* Make difficult decisions in a timely manner
- \* Gather relevant input and develop rationale for decisions
- \* Anticipate the impact or consequences of decisions before making them
- \* Make tough decisions despite obstacles or opposition

# SOFT SKILLS IN WHICH YOU HAVE SOME MASTERY

- \* Accept consequences of decisions

**NEGOTIATION:** Negotiation is required to facilitate win-win agreements between two or more parties. This ability may be essential for certain jobs in labor negotiations, contract law, and real estate. Individuals who have mastered this soft skill...

- \* Identify areas of common interest between two or more parties
- \* Obtain agreement between two or more parties
- \* Facilitate win/win agreements between parties
- \* Negotiate tough settlements without damaging relationships
- \* Bind agreements with verbal and/or written contracts

**WRITTEN COMMUNICATION:** Written communication is needed to write clearly, succinctly and understandably. This ability may be essential for advertising copywriters, editors and corporate communication managers. Individuals who have mastered this soft skill...

- \* Determine appropriate information to communicate in writing
- \* Make abstract or complex concepts clear with effective writing
- \* Communicate clearly, concisely and understandably in writing
- \* Achieve communication goals in writing
- \* Adjust writing style for specific readers

**EMPLOYEE DEVELOPMENT/COACHING:** Employee development/coaching is needed to facilitate and support the growth of others. This ability may be essential for teachers, trainers and coaches. Individuals who have mastered this soft skill...

- \* Identify the developmental needs of others
- \* Promote personal and professional growth
- \* Provide training and development opportunities for others
- \* Encourage, support and acknowledge efforts to improve
- \* Train, coach and mentor others

## SOFT SKILLS YOU HAVE NOT YET MASTERED

*Very few individuals have mastered all 23 soft skills. This section of your report lists and describes the soft 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 soft 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:** Problem solving is required to anticipate, analyze, diagnose, and resolve problems. This ability may be essential for certain jobs in customer service, technical support and consulting. Individuals who have mastered this soft skill...

- \* Anticipate barriers and problems
- \* Utilize logical methodologies to diagnose and resolve problems
- \* Define the components, scope, causes, and impact of problems
- \* Identify criteria for optimum solutions to problems
- \* Explore, develop and select optimum solutions to problems

**TEAMWORK:** Teamwork is required to work effectively and productively with others. This ability is important in many jobs but may be essential for jobs in total quality management, emergency rescue services and firefighting. Individuals who have mastered this soft skill...

- \* Treat team objectives as a high priority
- \* Contribute to team effectiveness
- \* Follow through on team commitments and responsibilities
- \* Demonstrate loyalty to team members

**PRESENTING:** Presenting is needed to communicate effectively to large groups. This ability may be essential for certain jobs in broadcasting, politics and training. Individuals who have mastered this soft skill...

- \* Utilize a wide range of communication techniques in presentations
- \* Deliver presentations that are clear, concise and logical
- \* Tailor presentations to audience
- \* Communicate with conviction and passion
- \* Inspire, motivate and educate when delivering presentations

**DIPLOMACY:** Diplomacy is required to handle difficult or sensitive issues effectively, and to understand organizational culture, climate and/or politics. This ability may be essential for public officials, ambassadors to foreign countries and police officers. Individuals who have mastered this soft skill...

- \* Adapt speech and conduct to a "politically correct" standard

# SOFT SKILLS YOU HAVE NOT YET MASTERED

- \* Utilize tact and diplomacy in handling sensitive organizational issues
- \* Demonstrate understanding of organizational culture, climate and/or politics
- \* Advise others on how to handle sensitive organizational issues
- \* Respond to the needs of special interest groups with sensitivity

**CONFLICT MANAGEMENT:** Conflict management is needed to address and resolve conflicts constructively. This ability may be essential for certain jobs in employee relations, arbitration and mediation. Individuals who have mastered this soft skill...

- \* Identify and address concerns and conflict promptly
- \* Listen to understand conflict issues
- \* Diffuse emotional situations
- \* Resolve conflicts constructively
- \* Settle differences while preserving relationships

**EMPATHY:** Empathy is required to identify with and care about the welfare of others. This ability is important for many jobs but may be essential for certain jobs in human services, healthcare and counseling. Individuals who have mastered this soft skill...

- \* Identify with the difficulties of others
- \* Demonstrate genuine concern, compassion and empathy for others
- \* Go out of their way to help others
- \* Demonstrate cross cultural sensitivity and understanding
- \* Take personal or professional risks for others

**CUSTOMER SERVICE:** Customer service is required to anticipate, meet and/or exceed customer needs, wants and expectations. This ability is important in many jobs but may be essential for people with jobs in cosmetology, dentistry and hospitality. Individuals who have mastered this soft skill...

- \* Respond to customers with a sense of urgency
- \* Resolve issues or complaints to satisfy customers
- \* Anticipate customer needs or expectations
- \* Develop strong relationships with customers
- \* Take professional risks for customers

# SOFT SKILLS YOU HAVE NOT YET MASTERED

**PLANNING/ORGANIZING:** Planning and organizing is needed to utilize logical, systematic and orderly procedures when meeting objectives. This ability is important in many jobs but may be essential for certain jobs in city planning, convention coordination and project management. Individuals who have mastered this soft skill...

- \* Plan for optimum utilization of resources
- \* Utilize orderly and systematic methods to meet objectives
- \* Organize tasks for maximum efficiency
- \* Develop detailed plans to meet objectives
- \* Assign appropriate resources to meet objectives

**INTERPERSONAL SKILLS:** Interpersonal skills are necessary to effectively communicate, build rapport and relate well to all kinds of people. This ability is important in many jobs but may be essential for people in sales, customer service and community relations. Individuals who have mastered this soft skill...

- \* Demonstrate an understanding of self and others
- \* Communicate and relate effectively with all kinds of people
- \* Treat people with respect, courtesy and consideration
- \* Respect and value different opinions, perspectives and cultures
- \* Develop and maintain relationships with all kinds of people

**SELF-MANAGEMENT (TIME AND PRIORITIES):** Self-management is necessary to manage one's time, priorities and emotions. This ability is important in almost all jobs but may be essential for people who telecommute, travel extensively or own their own business. Individuals who have mastered this soft skill...

- \* Maintain composure, emotions and impulses
- \* Present self assertively and positively
- \* Take responsibility for actions and results
- \* Strive for balance between personal and professional life
- \* Manage time and priorities to meet deadlines

# MASTERY INDICATOR

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

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

Mastered
  Some Mastery
  Not yet Mastered

# GETTING THE MOST FROM YOUR REPORT

Questions about the soft skills you have mastered:

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

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

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

Questions about the soft skills you have not yet mastered:

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