

## 360 By Design<sup>®</sup> Competencies

There are 94 research-grounded competencies and 5 derailment factors available from which to choose. They are grouped by themes for purposes of clarity and organization only. The number of items (questions) for each competency is displayed in parentheses.

### Leading Others

#### Managing Effective Teams and Work Groups

- Brings Out the Best in People (5)
- Forging Synergy (6)

#### Valuing Diversity and Difference

- Differences Matter (6)
- Leveraging Differences (5)
- Global Awareness (5)
- Valuing Diversity (6)
- Adapts to Cultural Differences (5)

#### Communicating Effectively

- Communicating Information, Ideas (5)
- Communicating Effectively (6)
- Listening (4)
- Participative Management (10)
- Communication (5)

#### Building and Maintaining Relationships

- Managing Conflict; Negotiation (3)
- Relationships (10)
- Building and Mending Relationships (11)
- Putting People at Ease (4)
- Compassion and Sensitivity (7)

#### Developing Others

- Confronting Problem Employees (6)
- Leading Employees (14)
- Inspiring Commitment (5)
- Employee Development (4)
- Selecting, Developing, Accepting People (7)

- Developing and Empowering (6)
- Delegating (4)
- Motivating Others (4)

#### Problems That Can Stall a Career

- Problems with Interpersonal Relationships (10)
- Difficulty Building and Leading a Team (8)

### Leading the Organization

#### Managing Change

- Leading Change (5)
- Change Management (9)

#### Managing Politics and Influencing Others

- Influencing, Leadership, Power (9)

#### Solving Problems and Making Decisions

- Insightful: Sees Things from New Angles (4)
- Getting Information, Making Sense of It; Problem Identification (7)
- Sound Judgment (6)
- Problem Solving/Decision Making (4)
- Decisiveness (4)
- Recognizing Trade-Offs (7)
- Taking Action, Making Decisions, Following Through (5)
- Resourcefulness (10)

#### Taking Risks and Innovating

- Has the Courage to Take Risks (4)
- Risk-taking, Innovation (5)
- Courage (5)

## Leading the Organization (cont.)

### Setting Vision and Strategy

- Planning and Goal Setting (4)
- Strategic Planning (7)
- Vision (4)

### Enhancing Business Skills & Knowledge

- Customer/Vendor Relations (4)
- Financial Management (6)
- Marketing (4)
- Human Resources (4)
- Sales (4)

### Managing the Work

- Administrative/Organizational Ability (9)
- Being a Quick Study (4)
- Results Orientation (6)
- Business Perspective (5)
- Organizing (4)
- Knowledge of Job, Business (6)
- Knowledge: Trade and Business (4)
- Seeks Broad Business Knowledge (4)

### Understanding and Navigating the Organization

- Acting Systemically (5)

### Problems That Can Stall a Career

- Too Narrow Functional Orientation (5)

## Leading Yourself

### Developing Adaptability

- Interpersonal Savvy (7)
- Openness to Influence; Flexibility (9)
- Adaptability (5)
- Embracing Flexibility (6)

### Managing Yourself

- Career Management (9)
- Balance Between Personal Life and Work (4)
- Handling Disequilibrium (9)
- Time Management (4)
- Coping with Pressure and Adversity; Integrity (8)
- Straightforwardness and Composure (4)

### Exhibiting Leadership Stature

- Executive Image (5)
- Leadership Stature (4)

### Demonstrating Ethics and Integrity

- Credibility (8)
- Ethics/Culture (4)
- Acts with Integrity (4)
- Relationship Building (4)

### Increasing Self-Awareness

- Self-Awareness (4)
- Seeks and Uses Feedback (5)
- Self-Management, Self-Insight, Self-Development (7)
- Open to Criticism (3)

### Increasing Your Capacity to Learn

- Seeks Opportunities to Learn (5)
- Learning through Others (11)
- Learns from Mistakes (5)
- Learning from Experience (5)

### Displaying Drive and Purpose

- Energy, Drive, Ambition (4)
- Motivating Self (5)
- Committed to Making a Difference (4)
- Leading with Purpose (10)
- Doing Whatever It Takes (9)

### Problems That Can Stall a Career

- Failure to Meet Business Objectives (7)
- Difficulty Changing or Adapting (10)

## Global Competencies

- Decision Maker (11)
- Negotiator (7)
- Leader (16)
- Business Knowledge (8)
- Coping (4)
- International Business (7)
- Perspective Taking (4)
- Innovator (6)
- Cultural Adaptability (5)