**Example of filling…**

**Case Study:** **Developing Interpersonal Skills**

From the list below, identify what you believe to be your strongest skills, and then identify those in which you think your performance is weak. **You should identify 5 strong skills and 5 weak skills.**

|  |  |
| --- | --- |
| 1. Taking initiative  2. Goal setting  3. Delegating effectively  4. Personal productivity and motivation  5. Motivating others  6. Time and stress management  7. Planning  8. Organizing  9. Controlling  10. Receiving and organizing information  11. Evaluating routine information  12. Responding to routine information | 13. Understanding yourself and others  14. Interpersonal communication  15. Developing subordinates  16. Team building  17. Participative decision making  18. Conflict management  19. Living with change  20. Creative thinking  21. Managing change  22. Building and maintaining a power base  23. Negotiating agreement and commitment  24. Negotiating and selling ideas |

**Scoring Key:**

These skills are based on the Competing Values Framework, and they appear in detail in Exhibit 2. Below, you will see how the individual skills relate to various managerial roles. Using the skills, you identified as strongest, identify which roles you feel especially prepared for right now. Then, using the skills you identified as weakest, identify areas in which you might want to gain more skill. You should also use this information to determine whether you are currently more internally or externally focused, or oriented more toward flexibility or control.

|  |  |
| --- | --- |
| Director: 1, 2, 3  Producer: 4, 5, 6    Coordinator: 7, 8, 9  Monitor: 10, 11, 12 | Mentor: 13, 14, 15  Facilitator: 16, 17, 18  Innovator: 19, 20, 21  Broker: 22, 23, 24 |