

# creative leadership questionnaire

John Smith

Report

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around the globe

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## Introduction

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The Creative Leadership Questionnaire (CLQ) measures your management and leadership skills and style by asking you questions about your behaviours in management and leadership situations. Groups of questions relate to different aspects of management and leadership behaviour called competencies. It is the particular combination of competencies possessed by a person that shapes their style and contributes to their job performance.

Competencies are sets of behaviours or behavioural repertoires encompassing skills, knowledge, abilities, and personal attributes. The CLQ measures five clusters of competencies that apply across a wide range of managerial and professional occupations: Managing Change, Planning & Organising, Interpersonal Skills, Results Orientation and Leadership. Each of these five clusters is made up of four competency dimensions.

Competencies are not the only influence on your management and leadership ability, however, as your interests, your values, your pattern of intellectual abilities, your life experience and your current situation also contribute to making you the person you are. Psychological tests do not measure the whole you which is why they need to be interpreted in the context of other information about you.

Please bear the following points in mind as you consider the results from your assessment:

- this report is based on what you have said about yourself through your responses to the questionnaire so that what we are measuring here is your own perception of what you are like;
- test results can also be affected by your strategy for answering the questionnaire - whether this was conscious or unconscious – for example, whether you were very frank, whether you were very self-critical or whether you felt under pressure to convey a more than usually positive impression of yourself;
- your current level of competence in different areas is shown on a ten point standardised scale which is calculated by comparing your responses against the responses of thousands of other people who have completed the questionnaire;
- remember that this assessment is intended to help you clarify your view of yourself and help you to develop and achieve personal growth. If you do not recognize yourself in the following profile, check what other people think by taking views from bosses, peers and direct reports.

The report below is intended to provide a framework for assessing your current managerial strengths, weaknesses and development needs. Taking each competency area in turn, think about the tasks that you find come easily to you and those that you find harder to perform consistently to a high standard. Use this report alongside your organisation's competency framework to identify where further development would improve your performance. In deciding where to put your development efforts, focus on one or two areas that are likely to have the biggest impact on your work performance. Set yourself specific learning goals for these development areas.

## Leadership Level

This section is intended to give you a rough idea of where we think you are in your development as a manager and leader. We do this by looking at your responses across the five key factor scales - managing change, planning and organising, interpersonal skills, results orientation and leadership – and calculating the average of your scores on these scales.

Your scores range from 5 to 9 and you have an average score of 7 on the CLQ key factor scales. If your responses are an accurate reflection of the way you handle yourself, then you are likely to be operating as a competent manager. Your next step should be to achieve a step shift from functioning as a competent manager to operating as an effective leader. The remainder of this report looks at your profile across the twenty competency dimensions measured by the CLQ and provides suggestions on how to improve your competence.

Key Factor	1	2	3	4	5	6	7	8	9	10
Managing Change	.	.	.	.	.	.	.	<	...	>
Planning & Organising	.	.	.	.	.	.	<	...	>	.
Interpersonal Skills	.	.	.	<	...	>	.	.	.	.
Results Orientation	.	.	.	.	.	.	<	...	>	.
Leadership	.	.	.	.	.	<	...	>	.	.

## Leadership Style

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Your leadership style can be described in terms of whether you are a participative or autocratic leader, and in terms of whether you are a transformational or transactional leader.

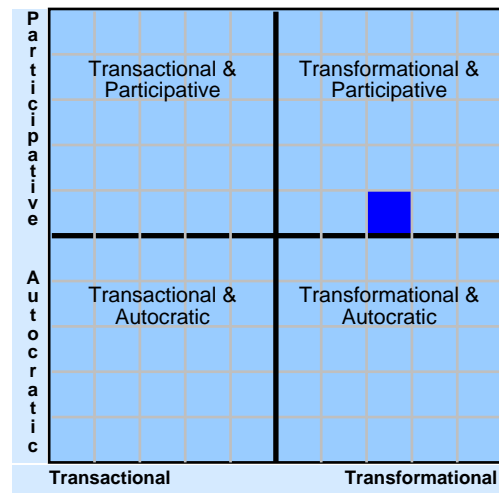
Participative leaders tend to focus on relationship building and employee satisfaction whereas autocratic leaders focus on the completion of tasks and accomplishment of goals. Leaders who manage to combine features of both approaches manage to show that they care about doing the job well and their employees' satisfaction and development.

Transformational leaders offer an inspirational vision of radical change whereas transactional leaders focus on managing an efficient and continually improving business.

The graphic below shows where you lie on these two dimensions. We have defined your characteristic style by looking at your scores on competencies that are linked with each of these different styles. Based on this approach, you come out as a transformational & participative leader.

Current management thinking would suggest that the transformational and participative style represents the ideal characteristic style to emulate, but there will be situations where behaviours associated with other styles would be appropriate.

Note.  
These styles of leadership represent extreme forms and most leaders tend to lie in the centre of the graphic and exhibit behaviours from both styles.



## Managing Change

If you want to help transform organisations, then you need to be able to manage change. Four competencies are key to managing change successfully: initiative, risk taking, creativity and innovation, and adaptability. In this section, we give an overall assessment of your capability in managing change along with descriptions of your proficiency on each of the four competencies. Your scores on the scales are shown in the table below.

Your overall managing change capability score is in the higher performance range zone. This score is the average of your scores on each of the managing change competencies.

Looking at things in the round, you appear to carry out the competencies to do with managing change more effectively than the majority of managers. If your responses are a true reflection of your typical behaviour at work, it seems unlikely that you would gain much from further development in this area.

Competency	1	2	3	4	5	6	7	8	9	10
Initiative	.	.	.	.	.	.	<	...	>	.
Risk Taking	.	.	.	.	.	.	.	.	<	...
Creating & Innovating	.	.	.	.	.	.	.	<	...	>
Adaptability	.	.	.	.	.	.	.	.	<	...
Managing Change	.	.	.	.	.	.	.	<	...	>

## Managing Change

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### Initiative

You scored in the higher performance range zone on initiative.

This indicates that you display the elements of initiative more noticeably and more frequently than the average manager. You present yourself as the type of person who shows a readiness to embark on new activities, gets on with things without having to be told what to do and takes preventative action to avert problems. The potential drawbacks of a high level of initiative are that you rush into things without thinking, act without consulting others and take unnecessary risks.

If your responses are a true reflection of your typical behaviour at work, it seems somewhat unlikely that further development in this area would significantly elevate your performance, but be careful not to fall into the negative characteristics of a high level of initiative just mentioned.

### Risk Taking

You scored in the higher performance range zone on risk taking.

This indicates that you are by nature a risk taker. You present yourself as the type of person who challenges the status quo, cuts through red tape, bends the rules and takes risks in their decisions and in their actions. The potential drawbacks of your risk taking style are that you take unnecessary risks and land yourself and or others in problems and difficulties, and you are perceived as a maverick or oddball.

If your responses are a true reflection of your typical behaviour at work, it seems somewhat unlikely that further development in this area would significantly enhance your performance, but be careful not to fall into the negative characteristics of risk taking just mentioned.

## Managing Change

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### Creating & Innovating

You scored in the higher performance range zone on creativity and innovation.

Your responses indicate that you display the style and behaviours of an innovator more visibly than the average manager. You present yourself as someone who thinks outside the box, generates numerous novel ideas for making things better and initiates changes and improvements. The drawbacks of an innovative style are needing change to stay interested and losing interest easily.

If your responses are a true reflection of your typical behaviour at work, it seems somewhat unlikely that further development in this area would significantly boost your performance, but this is a decision only you can make.

### Adaptability

You scored in the higher performance range zone on adaptability.

Managers with your supple style adapt quickly to change, tailor their approach to situations and co-operate with people. The possible disadvantages of a high level of malleability are compromising one's own position, giving in too easily and been seen as chameleon.

If your responses are a true reflection of your typical behaviour at work, it seems somewhat unlikely that further development in this area would significantly improve your performance, but be careful out not to fall into the negative behaviours described above.

## Planning & Organising

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Running an efficient operation requires planning and organising skills. Four transactional competencies are fundamental to planning and organising: analytical thinking, decision making, planning and quality management. In this section, we give an overall assessment of your capability in planning and organising along with descriptions of your expertise on each of the four competencies. Your scores on the scales are shown in the table below.

Your overall planning and organising capability score is in the higher performance range zone. This score is the average of your scores on each of the planning and organising competencies.

You appear to carry out the competencies to do with planning and organising more effectively than the majority of managers. If your responses are a true reflection of your typical behaviour at work, it seems unlikely that you would gain much from further development in this area.

Competency	1	2	3	4	5	6	7	8	9	10
Analytical Thinking	.	.	.	.	.	.	<	...	>	.
Decision Making	.	.	.	.	.	<	...	>	.	.
Planning	.	.	.	.	.	<	...	>	.	.
Quality Management	.	.	.	.	.	.	<	...	>	.
Planning & Organising	.	.	.	.	.	.	<	...	>	.

## Planning & Organising

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### Analytical Thinking

You scored in the higher performance range zone on analytical thinking.

Your responses indicate that you display the style and behaviours of an analytical thinker more manifestly than the average manager. You present yourself as someone who analyses situations meticulously, identifies the key issues and makes rational judgments and logical decisions. The drawbacks of a well-defined analytical style are potentially ignoring the emotional and political aspects of situations.

If your responses are a true reflection of your typical behaviour at work, it seems somewhat unlikely that further development in this area would significantly boost your performance, but don't forget about the political and emotional currents in organisations.

### Decision Making

You scored on the border of the middle range zone and the high performance zone on decision making.

It seems that you display the skills of an effective decision maker somewhat more frequently than the average person. You tend to make decisions pretty quickly unless there are strong reasons not to do so. You also display confidence in your decisions and accept responsibility for the outcomes. Although this element of planning and organising is not a major contender for future development activity, further learning might nonetheless pay off.

Development Advice:

- Gather facts and information
- Base decisions on logic and intuition
- Evaluate the pros, cons and practicality of different options
- Involve others in discussing options and making decisions
- Take calculated risks in your decisions
- Don't rush a decision but don't hold things up
- Display confidence in your decisions
- Accept responsibility for the outcomes of your decisions

## Planning & Organising

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### Planning

You scored on the border of the middle range zone and the high performance zone on planning.

It seems that you display better than average planning skills - for example, making forecasts, formulating outlines and lists of things to do, and identifying methods to accomplish them. You appreciate that planning is anticipatory decision making and prepares people for possible problems or opportunities that may arise. Although this element of management competence is not a major contender for future development activity, further learning might nonetheless pay off.

Development Advice:

- Understand the organisation's strategy and priorities
- Think ahead about how to accomplish goals
- Develop plans with clear goals and objectives
- Estimate and obtain resources to deliver plans
- Involve team members and stakeholders in planning
- Create realistic timelines with clear milestones
- Identify and manage risks
- Use formal project management techniques

### Quality Management

You scored in the higher performance range zone on quality management.

Your responses indicate that you display quality management behaviours much more markedly than the average person. You seem to be the type of manager who has very high standards and focuses on achieving a high quality product and service and continually improving things. The possible downside of your style is that you alter other people's work unnecessarily and you are perceived to be inflexible and uncompromising. Watch out for this.

If your responses are a true reflection of your typical behaviour at work, it seems somewhat unlikely that further development in this area would significantly boost your performance.

## Interpersonal Skills

You need to have good interpersonal skills to work with and manage people successfully. Four competencies are fundamental: communicating, listening and supporting, relating and networking, and teamwork. In this section, we give an overall assessment of your capability in interpersonal skills along with descriptions of your expertise on each of the four competencies. Your scores on the scales are shown in the table below.

Your overall interpersonal skills capability score is in the middle range zone. This score is the average of your scores on each of the interpersonal skills competencies.

Overall, you appear to possess as well developed interpersonal skills as most managers. You have the basic competencies to work successfully with other people. Although your current level of competence is not in the problem zone, it would certainly be worth trying to raise your game in this area.

Competency	1	2	3	4	5	6	7	8	9	10
Communicating	.	.	.	.	.	.	.	<	...	>
Listening & Supporting	.	<	...	>	.	.	.	.	.	.
Relating & Networking	.	.	<	...	>	.	.	.	.	.
Teamwork	.	.	.	<	...	>	.	.	.	.
Interpersonal Skills	.	.	.	<	...	>	.	.	.	.

## Interpersonal Skills

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### Communicating

You scored in the higher performance range zone on communicating.

Your responses indicate that you are an effective and confident communicator with well-developed oral communication skills. You are good with words, skilled at public speaking and make a strong impression when taking part in meetings or giving presentations. This is a real strength of your competency profile. The possible downside is that you can tend to dominate conversations and some people may think you are too silver-tongued. Watch out for this.

If your responses are a true reflection of your typical behaviour at work, it seems somewhat unlikely that further development in this area would significantly boost your performance.

### Listening & Supporting

You scored in the lower performance range zone on listening and supporting.

You seem to be the type of manager who is rather self-centred and displays very little genuine interest in what other people have to say. You need to make time to listen attentively to people individually and in groups, and display appropriate nonverbal behaviours showing that you are concerned and picking up what people are trying to tell you. This is a major shortcoming in your competency profile and an area for further learning.

Development Advice:

- Make people feel at ease
- Make time to listen and show that you care
- Stop doing other things when people talk to you
- Be attentive to nonverbal cues
- Show patience and don't interrupt
- Ask clarifying questions
- Try to understand other people's points of view
- Make sure you are listening more than half of the time

## Interpersonal Skills

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### Relating & Networking

You scored on the border of the middle range zone and the low performance zone on relating and networking.

Your responses indicate that your relating and networking skills are a little less well developed than those of the average manager. It appears that being open and friendly, showing interest in people and building rapport do not come easily to you. It seems that you do not really appreciate the value of supportive relationships. Further learning would help you develop your competence in this area.

Development Advice:

- Be visible and accessible to people
- Show interest in people and their needs
- Build rapport with bosses, colleagues and subordinates
- Maintain a pleasant working atmosphere
- Try to make work fun
- Display a sense of humour
- Adapt your style to people's personalities
- Treat people fairly and with respect
- Cultivate networks with people outside the organisation

### Teamwork

You scored in the middle range zone on teamwork.

Your responses indicate that your teamworking skills are as well developed as those of the average manager. You demonstrate reasonably adequately the ability to work in a team alongside other people. You are usually relatively easy to work with and pretty helpful and supportive. This suggests that whilst your skills are satisfactory in this area, there is also scope to improve them.

Development Advice:

- Develop with the team a vision and set of objectives
- Involve the team in solving problems and making decisions
- Invite ideas and suggestions from the team
- Ensure everyone understands what their roles and responsibilities are
- Show that you value team members' contributions
- Hold regular team meetings
- Be a role model for the team
- Make time for the team to celebrate success together

## Results Orientation

If you are to enjoy success as a manager and advance to more senior positions, you need to continually demonstrate to your bosses, peers and subordinates that you get results. Four competencies are crucial to results orientation: achieving goals, customer focus, business awareness and learning orientation. In this section, we give an overall assessment of your capability in results orientation along with descriptions of your expertise on each of the four competencies. Your scores on the scales are shown in the table below.

Your overall results orientation capability score is in the higher performance range zone. This score is the average of your scores on each of the results orientation competencies.

You appear to possess better results orientation competencies than the majority of managers. It looks like you are a high performer who knows how to secure results working with and through other people. If your responses are a true reflection of your typical behaviour at work, it seems unlikely that you would gain much from further development in this area.

Competency	1	2	3	4	5	6	7	8	9	10
Achieving Goals	.	.	.	.	.	.	<	...	>	.
Customer Focus	.	.	.	.	.	<	...	>	.	.
Business Awareness	.	.	.	.	.	.	.	.	<	...
Learning Orientation	.	.	.	.	<	...	>	.	.	.
Results Orientation	.	.	.	.	.	.	<	...	>	.

## Results Orientation

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### Achieving Goals

You scored in the higher performance range zone on achieving goals.

Your responses indicate that you display the behaviours of a high achiever. You work hard, enjoy challenging tasks, are willing to put in extra effort and are driven to do better than others. This is a real strength of your competency profile. The possible downside is that you may find it hard to maintain a work life balance and your competitiveness may make it difficult for you to cooperate with people.

If your responses are a true reflection of your typical behaviour at work, it seems somewhat unlikely that further development in this area would significantly boost your performance.

### Customer Focus

You scored on the border of the middle range zone and the high performance zone on customer focus.

Your responses indicate that you display a somewhat stronger customer focus than the average manager. You appear to know your customers, think about their needs, use your best efforts to deliver a good service and follow up to check their satisfaction. Although this is not a major contender for development, further learning might help you achieve a standard of excellence.

Development Advice:

- Get to know your customers well
- Research your customers organisations and industries
- Anticipate changes in their requirements
- Set and communicate standards for a first-class service
- Exceed your customers' expectations
- Measure customer satisfaction
- Move quickly on any areas of dissatisfaction
- Deliver follow-through on commitments

## Results Orientation

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### Business Awareness

You scored in the higher performance range zone on business awareness.

Your responses indicate that you display strong commercial acumen. You keep track of the competition, you bear down on costs and manage the money effectively, and you focus on and measure performance. This is a real strength of your competency profile and a key competency for managers of small businesses.

If your responses are a true reflection of your typical behaviour at work, it seems somewhat unlikely that further development in this area would significantly boost your performance.

### Learning Orientation

You scored in the middle range zone on learning orientation.

Your responses indicate that you display as much interest as the average manager in developing your knowledge and skills. It appears that you do ask for feedback, you have a pretty realistic view of your strengths and limitations and you do have specific learning goals. Although this is not a weak point in competency profile, it could be an area for further development if you want to achieve a standard of excellence.

Development Advice:

- Take responsibility for your learning and development
- Ask for feedback on your performance at regular intervals
- Obtain feedback from bosses, peers, subordinates and customers
- Identify the competencies where learning is likely to have the biggest pay-off
- Set aside time for development activity
- Work on one or two areas at a time
- Set yourself specific learning goals and develop a learning plan
- Reflect on the learning points from mistakes and setbacks

## Leadership

This section deals with four competencies that affect leadership performance and how others are likely to perceive your leadership potential. The four competencies are: authority and influence, motivating and empowering, developing others and coping with pressure. In this section, we give an overall assessment of your leadership potential along with descriptions of your proficiency on each of the four pivotal competencies. Your scores on the scales are shown in the table below.

Your overall leadership potential score is on the border between the middle range zone and the higher performance zone. This score is the average of your scores on each of the leadership competencies.

Overall, you appear to possess somewhat better developed leadership competencies than the majority of managers. It looks like you are a pretty effective person in charge who knows how to get things done by providing leadership to other people. However, whilst your current level of performance is wholly adequate, there is still scope to develop your skills further.

Competency	1	2	3	4	5	6	7	8	9	10
Authority & Influence	.	.	.	.	.	<	...	>	.	.
Motivating & Empowering	.	.	.	.	.	.	<	...	>	.
Developing Others	.	.	.	.	<	...	>	.	.	.
Coping with Pressure	.	.	.	.	.	<	...	>	.	.
Leadership	.	.	.	.	.	<	...	>	.	.

# Leadership

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## Authority & Influence

You scored on the border of the middle range zone and the high performance zone on authority and influence.

Your responses indicate that you have more authority and influence with people than the average manager. It appears that you enjoy being in charge, you inspire confidence and you lead by example. Although this element of competence is not a major contender for development, further learning might raise your performance further. Development Advice:

- Communicate energy, enthusiasm and optimism in your opinions
- Encourage people to excel
- Recognise people who go beyond what is expected
- Encourage people to come forward with ideas
- Speak to people's aspirations
- Display confidence in the team's ability
- Reward strong performance
- Practice giving presentations

## Motivating & Empowering

You scored in the higher performance range zone on motivating and empowering.

Your responses indicate that you possess a participative management style that subordinates find empowering and motivating. You listen, consult, guide and delegate. You are prepared to let other people take the lead and you trust your people to do the right thing. This is a real strength of your competency profile. You need to watch out, however, that your concern for people does not prevent you from holding people accountable for outcomes and giving critical feedback.

If your responses are a true reflection of your typical behaviour at work, it seems somewhat unlikely that further development in this area would significantly boost your performance.

## Leadership

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### Developing Others

You scored in the middle range zone on developing others.

Your responses indicate that your coaching and mentoring skills are fairly well developed. You appear to understand the need to give people challenges and opportunities to show what they are capable of. You also set aside some time for coaching, mentoring and feedback. It seems that your performance in this area is satisfactory but there is also scope for improvement.

Development Advice:

- Take an interest in other people's careers and development
- Think about the development needs of individuals and the team
- Set aside time for coaching and mentoring
- Offer constructive critical feedback to individuals and the team
- Ensure that development activities are properly planned and evaluated
- Instil a culture of continuous learning
- Recognise and reward development achievements

### Coping with Pressure

You scored on the border of the middle range zone and the high performance zone on resilience.

Your responses indicate that you are somewhat more resilient than the average manager. You seem to handle your emotions pretty effectively, you usually deal with difficult situations calmly and you can handle setbacks and stress pretty effectively. Although this element of competence is not a major contender for development, further learning might raise your performance further.

Development Advice:

- Say no when necessary
- Address and resolve conflict
- Listen to your sixth sense
- Communicate your feelings and emotions
- Preserve relationships in difficult situations
- Maintain a sense of humour
- Use positive self-talk to help manage anxiety
- Talk about frustrations
- Don't dwell on small mistakes
- Develop a support network
- Work off stress through physical activity

## Next Steps

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You don't need to completely change your behaviours and approach to become a more effective manager and leader. Think about this report and identify one or two areas that are likely to have the most impact on your performance. Set yourself specific learning goals and produce a plan of development activities.

Consistent use of the same criteria in decision making builds respect and trust as people know what to expect from their bosses. Try to make your decisions transparent and try to be reliable and genuine when you discuss your reasons for decisions. If you are inconsistent in your thinking and/or behaviour, people will distrust you.

Displaying positive emotions such as enthusiasm and optimism can be a huge motivator. Convey to your team the message that you know they can do it. It will raise their confidence and stir them to work harder.

Encourage people to think about new ways of doing things and come to you with ideas and suggestions. When someone comes to you with ideas, think first about the positive aspects of their proposals - "yes and" instead of "no but". Engage people by asking them what they would do rather than by dictating solutions. People like to be involved in discussions and decisions.

Create space in your diary to find out about and pay attention to people's views and concerns. Be careful not to operate through only the best performers who will quickly be perceived as your favourites.

Personally thank subordinates for their efforts - face-to-face communication is best but written notes and emails will also do.

# CLQ

**John Smith**

Dimension	Stens										Description	
	1	2	3	4	5	6	7	8	9	10		
Initiative	.	.	.	.	.	.	<	...	>	.	Shows initiative, has positive attitude, self starter	Managing
Risk Taking	.	.	.	.	.	.	.	.	<	...	Takes risks, challenges accepted practice, bends rules to make progress	
Creating & Innovating	.	.	.	.	.	.	.	<	...	>	Originates change, makes things better, produces creative ideas and solutions	
Adaptability	.	.	.	.	.	.	.	.	<	...	Adapts quickly to change, responds flexibly to people and situations	
Analytical Thinking	.	.	.	.	.	.	<	...	>	.	Analyses situations carefully, makes rational judgments and logical decisions	Planning & Organising
Decision Making	.	.	.	.	.	<	...	>	.	.	Decides quickly, displays confidence, acts independently when necessary	
Planning	.	.	.	.	.	<	...	>	.	.	Plans and prioritises work activities, manages time effectively	
Quality Management	.	.	.	.	.	.	<	...	>	.	Takes pride in work, does job well, gets the detail correct	
Communicating	.	.	.	.	.	.	.	<	...	>	Expresses views clearly, makes impact with presentations	Interpersonal Skills
Listening & Supporting	.	<	...	>	.	.	.	.	.	.	Sensitive to people's needs, involves people in plans and decisions	
Relating & Networking	.	.	<	...	>	.	.	.	.	.	Develops strong working relationships, builds rapport quickly	
Teamwork	.	.	.	<	...	>	.	.	.	.	Strong team player, works effectively with people	
Achieving Goals	.	.	.	.	.	.	<	...	>	.	Self motivated, driven to get ahead, prepared to do whatever it takes	Results Orientation
Customer Focus	.	.	.	.	.	<	...	>	.	.	Applies customer concepts, focuses on quality and service	
Business Awareness	.	.	.	.	.	.	.	<	...	.	Focuses on bottom line, controls costs, sets ambitious targets	
Learning Orientation	.	.	.	.	<	...	>	.	.	.	Exploits opportunities for self development, energetic, self aware	
Authority & Influence	.	.	.	.	.	<	...	>	.	.	Has presence and authority, enjoys being in charge, takes lead	Leadership
Motivating & Empowering	.	.	.	.	.	<	...	>	.	.	Empowers and motivates team members, delegates tasks effectively	
Developing Others	.	.	.	.	<	...	>	.	.	.	Coaches and develops team, gives regular feedback	
Coping with Pressure	.	.	.	.	.	<	...	>	.	.	Handles pressure and stress, stays calm and in control	
Key Factor	1	2	3	4	5	6	7	8	9	10	Description	
Managing Change	.	.	.	.	.	.	.	<	...	>	Initiative, Taking Risks, Creativity & Innovation, Adaptability	
Planning & Organising	.	.	.	.	.	.	<	...	>	.	Analytical Thinking, Decision Making, Planning, Quality Management	
Interpersonal Skills	.	.	.	<	...	>	.	.	.	.	Communicating, Listening & Supporting, Relating & Networking, Teamwork	
Results Orientation	.	.	.	.	.	.	<	...	>	.	Achieving Goals, Customer Focus, Business Awareness, Learning Orientation	
Leadership	.	.	.	.	.	<	...	>	.	.	Authority & Influence, Motivating & Empowering, Developing Others, Coping with Pressure	