skill set & behaviour assessment - general   Name

skills and work competency areas	score/10		
	self-assess	2nd view	Essential / Desirable
1 Using and developing my knowledge.			
2 Researching, investigating and problem-solving.			
3 Communicating outwardly: face-to-face, phone, email, etc.			
4 Listening and interpretation, establishing rapport, understanding needs.			
5 Developing solutions and agreeing things with people.			
6 Financial understanding and commercial ability.			
7 Speaking and presenting to groups.			
8 Helping or coaching or teaching or training others.			
9 Using information and communications technology (ICT or IT).			
10 Technical appreciation and use of equipment/tools/machinery for my area and related areas.			
11 Understanding and making the most of my relationships with people and groups.			
12 Competitor/industry awareness and consideration of these factors in planning, decision-making, etc.			
13 Taking initiative and responsibility, e.g., decision-making, project management, running meetings.			
14 Visioning, creating, and inspiring others with my ideas.			
15 Managing time, planning, being effective, efficient, productive, and reliable.			
16 Appreciating/applying social responsibility, sustainability, humanity and ethical considerations.			

behaviours, attitudes and personal style	self-ass.	2nd view	E / D
1 Striving for personal development.			
2 Taking personal responsibility to resolve problems, even those not of my own making.			
3 Understanding the way people really feel.			
4 Developing positive relationships.			
5 Keeping focused and productive, reliable and dependable.			
6 Planning how to achieve my work and personal goals.			
7 Managing stress and conflict.			
8 Managing upwards and sideways (my managerial superiors and my peers).			
9 Contributing positively to team/company morale and spirit.			
10 Seeking and picking up responsibility that I see waiting to be filled.			
11 Team-working.			
12 Having compassion and care for others.			
13 Using integrity and ethics in my judgement about work and organisational issues.			

Score yourself out of 10 for each skill and behaviour. Validate your scores by discussing them with your boss or someone who knows you (these scores go in the '2nd view' column and form the basis of the assessment). At the same time agree with the other person whether each skill and behaviour is essential or desirable for the effective performance of your role, or your next job if you are seeking advancement. Your personal development priorities are therefore the lowest scores in the essential skills and behaviours.   For group training needs analysis see the Training Needs Analysis template, which is used to analyse the results of a number of individual assessments. Adapt or change the elements above and in the TNA tool to suit the job role(s).