Career Competency

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Report Type: Management

Achiever Assessments

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Career Competency

Competency Assessment

There are sixteen Competencies (listed below) and various Key Behaviors that have been defined as the individual skills and behaviors required for the organization and its individual employees to be successful, and directly support the company's strategic objectives.

- Accountability/Ownership
- Analytical Thinking/Intellectual Capability
- Challenge the Status Quo
- Collaboration/Integration
- Communication/Persuasion
- Creativity/Innovation
- Customer/Market Oriented
- Decisiveness
- Diversity
- Drive for Results
- Energy/Enthusiasm
- Finding/Managing/Developing Talent
- Global Perspective
- Integrity
- Interpersonal Skills
- Strategic Thinking/Vision

In this report, you'll find the definition of each Competency rating scale. The Scale that begins with a 1 and ends with a 9 will reflect your score in that Competency.

Following the Key Behaviors, that are a part of a Competency, you'll find a paragraph describing your score in that Competency.

Following your assessment in the sixteen Competencies, you'll find a Competency Score Sheet which summarizes your scores in all of the Competencies. Your Competency Development Plan then follows, which is based on your job and identifies those Competencies you would benefit the most from development in, and suggests learning resources including self-study materials which can assist you in growing and becoming more proficient in that Competency.

Everyone can benefit from growing and developing on a daily, weekly and monthly basis. By using the various learning resources recommended in your Development Plan, that you feel are relevant to your development needs, you can expect to improve in those identified Competencies. Through application of the learning resources, working through them extensively on a daily , weekly, and monthly basis, and applying them to your job activities for 90-180 days, you can expect to see Competency scores improve when you reassess yourself and receive a new, updated report. You might then find recommendations in other Competency areas in which to focus your continued development.

No one's perfect, but it is possible to grow and achieve a "9" level score (the highest score in each Competency) if you elect to set that as an objective and choose to work hard to reach it. However, doing so will not be easy! It will require continued study and application of the various learning resources and the on-the-job experiences recommended in your Development Plan.

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Career Competency

Accountability/Ownership

To maximize the value of its people resources, an organization must have an empowered workforce, consisting of individuals with a sense of ownership and responsibility for contributing to business success. At the individual level, this requires taking initiative and assuming personal accountability for goals, outcomes and deadlines. It also implies holding others accountable for achieving individual and organizational objectives. To perform well in this competency area, individuals must independently establish work goals and specific plans for achieving them. They must share information and responsibility with others, involving them in decisions, meetings, and work processes to build a sense of ownership and involvement. They must also respect individual talents and abilities, recognizing the benefits of entrepreneurship in achieving business results.

4

Key Behaviors

- **Goal Setting**
  - Knows precisely what he or she wants to accomplish, as well as how and when the accomplishment should be achieved.
  - Independently plans and executes own work to ensure completion of individual objectives.
- **Engage in Self Appraisal**
  - Demonstrates a willingness to objectively appraise his or her strengths and weaknesses for self-development.
- **Self-Motivation**
  - Demonstrates self-starting qualities in relation to any objective or task set.
  - Seeks out work and satisfying objectives.
  - Demonstrates an ability to act independently and to use own judgment.
- **Decision Making**
  - Takes action and makes decisions within his or her scope of responsibility.

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Career Competency

Analytical Thinking/Intellectual Capability

The ability to think critically and deal systematically with a variety of information is key to high performance in any job. Analytical thinking and intellectual capability are demonstrated when individuals grasp new or unfamiliar concepts quickly or handle large amounts of unstructured information effectively. High performers in this competency area are able to clearly and promptly identify patterns in complex, unorganized data. They bring an objectivity to their analysis and infer implications from themes and trends in the data. In applying this competency to daily work, individuals reframe problems to find new solutions. On a more abstract level, they suggest alternative approaches to unfamiliar situations or concepts.

4

Key Behaviors

- **Problem Solving**
  - Analyzes data and utilizes information to reason through and solve problems.
  - Looks beyond the surface issues or systems to identify the root cause of problems.
  - Considers alternatives and consequences before making independent decisions.
- **Cognitive Thinking**
  - Identifies relationships between seemingly unrelated issues or information.
  - Sees patterns and implications in complex, unorganized information.
- **Sales Process Analysis**
  - Efficiently guides customers through the selling process.
  - Establishes best practices benchmarks and metrics for continuous improvement of the sales cycle analysis process.
  - Establishes clear goals and priorities to maximize sales results.
  - Tracks and measures individual progress in meeting all sales goals, on a monthly, quarterly and annual basis.
- **Decision Making**
  - Takes action and makes decisions within his or her scope of responsibility.

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Career Competency

Challenge the Status Quo

Individual and organizational growth depends on the willingness and ability of employees to challenge traditional ways of thinking and working. To do this effectively, individuals must question standard assumptions and procedures in a constructive way. They must be assertive in suggesting alternative paradigms or solutions, and demonstrate a willingness to take calculated risks in trying unconventional approaches. In many instances, this requires taking an unpopular stand and resisting political/social pressures to conform to the norm. High performers will maintain and defend their positions in the face of adversity; they will push others to consider novel possibilities that could result in long-term success for the organization.

4

Key Behaviors

- **Assessment of Market/Opportunities**
  - Challenges the status quo by assessing new opportunities in the marketplace and taking action to maximize those opportunities.
- **Assertiveness**
  - Demonstrates the ability and willingness to state one's wishes and concerns in a direct, vigorous and positive way, especially when there is actual or potential opposition from others.
  - Challenges existing practices when potential improvements have been identified
- **Risk-Taking**
  - Demonstrates the ability to commit oneself to a course of action in the absence of complete information, when the reward and likelihood of success outweigh the costs and likelihood of failure.
  - Demonstrates a record of mostly successful risk-taking in making business decisions.

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Career Competency

Collaboration/Integration

To leverage opportunities and capabilities across organizational boundaries, the company requires individuals to think collaboratively. Ideally, all employees should integrate their own work with that of other parts of the organization, in pursuit of the overriding organization's business. For the individual, this requires an understanding of the Companies' diverse businesses, as well as deliberate cooperation across functional, departmental and/or business unit boundaries. To perform well in this competency area, individuals must develop and maintain relationships with people in other parts of the company. They must think in terms of the broader goals of the company, and be willing to subvert their own agenda for the success of the overall organization. This necessarily means sharing credit for accomplishments, when appropriate, and celebrating success that occurs independent of his/her own efforts.

4

Key Behaviors

- **Utilizing Resources**
  - Proactively expands his/her knowledge of what is going on in other parts of the company.
  - Integrates cross-functional resources to meet the enterprise-wide needs of the customer.
- **Teaming**
  - Demonstrates the ability to get others' support and cooperation through personal interaction.
  - Willingly shares the glory for successful resolution of problems with other team members.
- **Cooperation**
  - Demonstrates an inclination and ability to help others, as necessary, to achieve objectives.

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Career Competency

Communication/Persuasion

Solid communication and persuasion skills are essential to individual success in any position; the internal and external effectiveness of the organization also depends upon them. Individuals should, in all cases, represent themselves and their organization with substance and style. This requires individuals to communicate information, ideas and opinions with clarity and directness. It also implies an ability to persuade others and "sell" ideas. High performers in this competency area represent their group effectively and employ negotiation skills that build organizational consensus around a specific course of action. They also identify barriers to communication, and take action to facilitate mutual understanding.

3

Key Behaviors

- **Influencing**
  - Demonstrates the ability to convince others to support a recommended course of action.
- **Listening**
  - Demonstrates the ability to listen attentively to others and comprehend fully the impact of what they are saying.
- **Negotiating**
  - Effectively explores and articulates alternatives and positions to reach outcomes that gain parties' support and acceptance.
  - Demonstrates the ability to reach a compromise between two conflicting parties which results in mutual gains ("win/win").
  - Negotiates with other groups to obtain resources, commitments and agreements necessary to both organizational and customer business relationships.
- **Self-Presentation**
  - Demonstrates the ability to present oneself confidently and effectively to audiences at all levels of one's own company, and to customers and clients.
- **Verbal Fluency**
  - Demonstrates the ability to express complex concepts, thoughts and ideas clearly and concisely so as to be understood by all audiences.
- **Written Communication**
  - Demonstrates the ability to communicate and organize all complex thoughts, concepts and ideas in writing, with precise word usage, clear meaning, good presentation, vocabulary, grammar and correct spelling.
  - Summarizes through a "Letter of Understanding" to the customer, within 48 hours, the desired results discussed during the sales call.

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Career Competency

Creativity/Innovation

Creativity and innovation drive the organization's ability to create and exploit opportunities for competitive advantage. Ideally, all employees should be curious and imaginative, with an ability to "think outside the box" and a willingness to experiment with new ideas and approaches. Individuals who perform well in this competency area constantly search for ways to keep the organization leading-edge in its approaches, processes and products/services. They translate new ideas into business opportunities, using them to create products/services or improve ways of working. They share their own ideas with others and encourage others in their pursuits, offering honest feedback and suggesting ways to build upon their ideas.

3

Key Behaviors

- **Novel Ideas/Approaches**
  - Demonstrates the ability to generate novel and valuable ideas and use them to develop new solutions to customer problems/issues.
  - Regularly engages in "brainstorming" as a means of generating new, creative ideas.
  - Takes calculated risks on project work when the rewards may be significant.
  - Builds on the ideas of others to come up with new ways to address business issues or problems.
- **Leading-Edge Thinking**
  - Recognizes and acts upon opportunities to stimulate growth within the company and marketplace.
  - Consistently pursues innovative and new learning tied to own areas of expertise.
  - Develops creative and imaginative solutions to identify and solve customer problems.

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Career Competency

Customer/Market Oriented

The success of an organization ultimately depends on its ability to anticipate and meet customer/market needs and trends. To be highly valued by the organization, an individual must demonstrate a strategic understanding of the customer/market, an ability to communicate this understanding to others, and the capability to translate it into competitive advantage for the organization. Individuals who perform well in this competency area must consider customer/market factors in making decisions and establishing work plans and priorities. They also must establish formal or informal means of staying in tune with changing conditions in the competitive environment.

Note: Customer/Market Oriented applies not only to external customers, but to internal customers as well.

4

Key Behaviors

- **Attention To Service**
  - Provides prompt, courteous and attentive service to customers or clients.
- **Strategic Understanding**
  - Demonstrates a strategic understanding of the issues and trends impacting the customer's business and industry.
  - Communicates an understanding of the business climate, customers, competitors and factors that drive company performance and competitive advantage.
- **Opportunity Creation**
  - Utilizes breadth or depth of customer and market knowledge to define new business opportunities.
- **Solution Implementation**
  - Understands external customer needs and how the organization's products and services meet those needs.
- **Time Utilization**
  - Sets individual work plans and priorities consistent with the most important needs of external/internal customers.

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Career Competency

Decisiveness

In today's rapidly paced competitive environment, the organization needs leaders who respond quickly to changing circumstances and who make timely decisions in the face of uncertainty. To be effective decision makers, individuals must have confidence in their own judgment, analysis and instincts. They must be willing to make the tough choices that are necessary to keep the organization moving forward, changing their strategies or discontinuing work when necessary. They must take advantage of market windows, knowing when to take decisive action and when to give a situation or problem further consideration. Incomplete or conflicting data poses a challenge, but is not paralyzing to the decisive individual.

3

Key Behaviors

- **Decision-Making**
  - Demonstrates effective decision-making without guidance, even beyond the framework of direct job responsibilities.
- **Self-Confidence**
  - Demonstrates belief in one's own capability to accomplish a task and select an effective approach to a task or a problem.
  - Demonstrates a willingness to express independent judgment in areas outside own professional or technical expertise.
- **Persistence**
  - Demonstrates perseverance and stamina in the face of obstacles, adversity and other negative factors

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Diversity

For multinational organizations competing in a global marketplace, the ability to recruit and deploy a diverse workforce is essential. Individual employees must understand and appreciate the advantages that diversity brings to the work environment. They must also recognize the potential to leverage diversity for competitive advantage. At a minimum, individuals must show zero tolerance for discrimination of any kind; organizational practices and policies must be challenged when necessary. To be highly effective in this competency area, individuals must respect and value differences in every aspect of their work. This implies that they will seek opportunities to involve those whose backgrounds or perspectives are different from their own. Ultimately, they must be willing to recognize the contributions of diverse individuals and groups, sharing credit for accomplishments when appropriate.

2

Key Behaviors

- **Respects and Values Others**
  - Works effectively with a diverse group of people.
  - Actively seeks out different points of view and leverages the benefits of different perspectives.
  - Pursues opportunities or assignments to work with individuals of different backgrounds, perspectives and/or opinions.
  - Seeks to understand the perspective of others when he or she disagrees with them.
  - Works with individuals and groups to address situations where differences are not respected.

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Drive For Results

Reflects individuals' willingness to set ambitious goals for themselves and make every effort to achieve them. High performers in this competency must maintain high standards of performance, and an emphasis on results over activity. To facilitate the achievement of results, individuals must develop measures for tracking progress in meeting objectives, and set individual work priorities and remove barriers to completion of tasks.

4

Key Behaviors

- **Self-Discipline**
  - Sets challenging goals and demonstrates resilience in achieving them.
  - Sets self-defined standards of excellence.
  - Foregoes immediate gratification and willingly makes personal sacrifices in order to reach a goal.
  - Exercises initiative to anticipate and overcome task barriers.
- **Success Oriented**
  - Possesses the internal desire and motivation to succeed at reaching strategic goals.
  - Demonstrates the ability to anticipate, look for, recognize and seize opportunities.
- **Tenacity**
  - Demonstrates the ability to persevere over an extended period of time, overcoming significant obstacles, to achieve an objective; marked by effort beyond the minimal requirements of the job.

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Energy/Enthusiasm

The difference between solid job performance and outstanding job performance often hinges on the attitude of the individual. The effectiveness of the team is also likely to be affected, since the outlook of one individual often influences that of his/her colleagues. Individuals who perform well in this competency area display personal motivation and excitement about their work. They talk enthusiastically about the company, its goals and its people. They display a passion for their work and maintain a positive outlook, serving as a source of encouragement for those around them. Individuals who demonstrate energy and enthusiasm are also likely to be recognized as good team players.

4

Key Behaviors

- **Positive Attitude**
  - Consistently demonstrates a positive attitude towards the organization, his/her customers and work in general.
- **Self-Motivation**
  - Enthusiastically pursues goals and objectives related to his/her work. Is excited and motivated by challenging and attainable goals for which he/she is held personally accountable.
  - Demonstrates the ability to anticipate, look for, recognize and seize opportunities.
- **Encourages Others**
  - Inspires others through his/her own example of diligence and hard work. Helps others through difficult times by maintaining a positive outlook.
- **Stress Tolerance**
  - Demonstrates the ability to cope with the sustained pressure of work or difficult situations over an extended period of time.

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Career Competency

Finding/Managing/Developing Talent

One of the greatest challenges that an organization faces in managing its people is balancing the need to achieve business results with that of providing opportunities for individual development and career growth. At the employee level, individuals must assume responsibility for managing their own development; they must also support the development of others. Most importantly, this requires an understanding of the talents, skills and behaviors that the organization needs to be successful. Individuals must seek and/or provide clarity around job expectations, which necessarily requires the frequent exchange of direct, constructive performance feedback. High performers in this competency area uphold a philosophy of continuous learning and development. They set an example of self-improvement and coach others as appropriate.

4

Key Behaviors

- **Leadership**
  - Demonstrates an ability to effectively guide and direct others within a group or on a project, in making proper decisions and building commitment and team spirit.
  - Takes direct and immediate action to address problems and/or challenges.
  - Frequently provides feedback to others on the status of projects, customer accounts and issues and challenges.
- **Personal Development**
  - Individually assesses and takes ownership of his/her own development .
  - Focuses his/her development efforts in areas that are of greatest value to the organization.
  - Seeks and effectively uses feedback from others.
  - Seeks assignments or projects that provide growth opportunities.
- **Mentoring**
  - Is genuinely concerned about the development of others and actively coaches his/her peers in the achievement of their goals.

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Career Competency

Global Perspective

To successfully execute a global strategy, the organization needs individuals who bring a global perspective to their daily work. When appropriate, individuals must take action to leverage talents, expertise and opportunities across borders. At a minimum, they must understand the global trends and issues that affect their business, and infer the implications for their own area of responsibility. At all levels of the organization, decisions should be based on an understanding of the company's global strategy and priorities.

4

Key Behaviors

- **Internation Awareness**
  - Stays abreast of global trends in markets, competition, products and technologies.
  - Demonstrates an understanding of the key global factors affecting the organization's industry.
  - Keeps informed on global issues and developments that have the potential to affect his/her own work and part of the organization .
  - Seeks an understanding of diverse cultures.

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Integrity

Every employee is expected to uphold the organization's standards of quality and ethics in their everyday words and actions. Consistently and without exception, they should demonstrate integrity in dealing with others, including customers, suppliers and colleagues. Individuals should be trusted and respected by those with whom they work, and act consistently with what they say. Sound principals, values and standards should not be compromised under any circumstance. Individuals should also be proactive in safeguarding product/service integrity, challenging individuals, processes or practices that could endanger the reputation of the company.

2

Key Behaviors

- **Sound Principles, Values and Standards**
  - Exemplifies the highest standard of honest and ethical business behavior.
  - Earns and maintains the trust of others by acting consistently with his/her words.
  - Uses caution in avoiding actions or statements that would compromise his/her professional integrity and/or that of the company.
  - Sticks to his/her principles even when it is unpopular to do so.
  - Takes responsibility for his/her failures and mistakes without blaming others or the circumstances.
  - Holds self and others accountable for upholding product/service integrity
  - Models and encourages ethical behavior that is consistent with the organization’s core values

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Career Competency

Interpersonal Skills

To be effective in working with others, individuals must contribute to an environment of mutual trust and respect. They must treat others fairly and demonstrate empathy for their needs and concerns. Relationships with others must be based on reciprocity, which means that individuals will go out of their way to help others when needed. In promoting a spirit of cooperation, individuals must also effectively manage interpersonal conflict, preserving constructive, professional relationships.

4

Key Behaviors

- **Reading Situations/People**
  - Knows precisely what he or she wants to accomplish, as well as how and when the accomplishment should be achieved.
  - Independently plans and executes own work to ensure completion of individual objectives.
- **Engage in Self Appraisal**
  - Demonstrates an ability to understand and interpret individuals' concerns, motives and feelings, and recognizes strengths and limitations of others.
- **Establishing/Maintaining Relationships**
  - Is trusted and respected by those with whom he/she works.
  - Demonstrates the ability to develop and maintain a network of contacts both inside and outside the organization, with people who may be able to supply information, assistance or support for work-related goals.
  - Demonstrates an ability to meet and socialize with people at all levels.
  - Interacts constructively and effectively with others.
  - Listens closely and attentively in conversations.
  - Develops and maintains collegial relationships based on reciprocity and respect.
  - Manages disagreements with others in ways that preserve ongoing working relationships.
  - Avoids making him/herself look good at the expense of other people.

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Strategic Thinking/Vision

A strategic thinker has a clear sense of the direction of the organization and understands what will create competitive advantage for the business in the future. This understanding comes from a rigorous monitoring of the external environment, and it allows the individual to visualize future opportunities and threats that the organization is likely to face. Importantly, high performers in this competency area have the ability to distinguish tactical issues from strategic ones, and to take action accordingly. They are able to translate strategic imperatives at the macro-level into initiatives and priorities for their own work and/or the work of their part of the organization.

4

Key Behaviors

- **Organizational Strategic Imperatives**
  - Uses knowledge of the organization's business direction to set individual work priorities and focus on the most strategic issues/projects.
  - Demonstrates an understanding of the macro-level business issues and factors that impact his/her work.
  - Proactively extends own breadth of business understanding.
- **Industry/Market Conditions**
  - Demonstrates the ability to analyze the organization's strengths, weaknesses and competitive position in the marketplace, and develops objectives and strategies based on a long-term future perspectiveDemonstrates an ability to understand and interpret individuals' concerns, motives and feelings, and recognizes strengths and limitations of others.
  - Stays abreast of changing industry and market conditions.
  - Recognizes and responds to external trends and/or competitive developments that affect the company and his/her part of the organization.

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Career Competency

Competency Assessment Summary

Management

	1	2	3	4	5	6	7	8	9
Accountability/Ownership				(4)					
Analytical Thinking/Intellectual Capability				(4)					
Challenge the Status Quo				(4)					
Collaboration/Integration				(4)					
Communication/Persuasion			(3)						
Creativity/Innovation			(3)						
Customer/Market Oriented				(4)					
Decisiveness			(3)						
Diversity		(2)							
Drive For Results				(4)					
Energy/Enthusiasm				(4)					
Finding/Managing/Developing Talent				(4)					
Global Perspective				(4)					
Integrity		(2)							
Interpersonal Skills				(4)					
Strategic Thinking/Vision				(4)					

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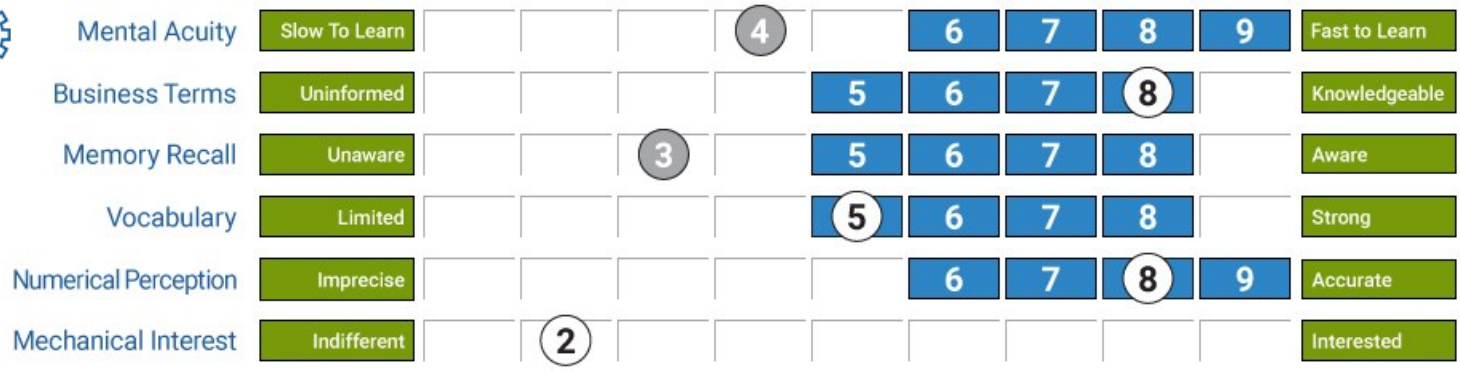
Career Competency

Scoresheet
Management

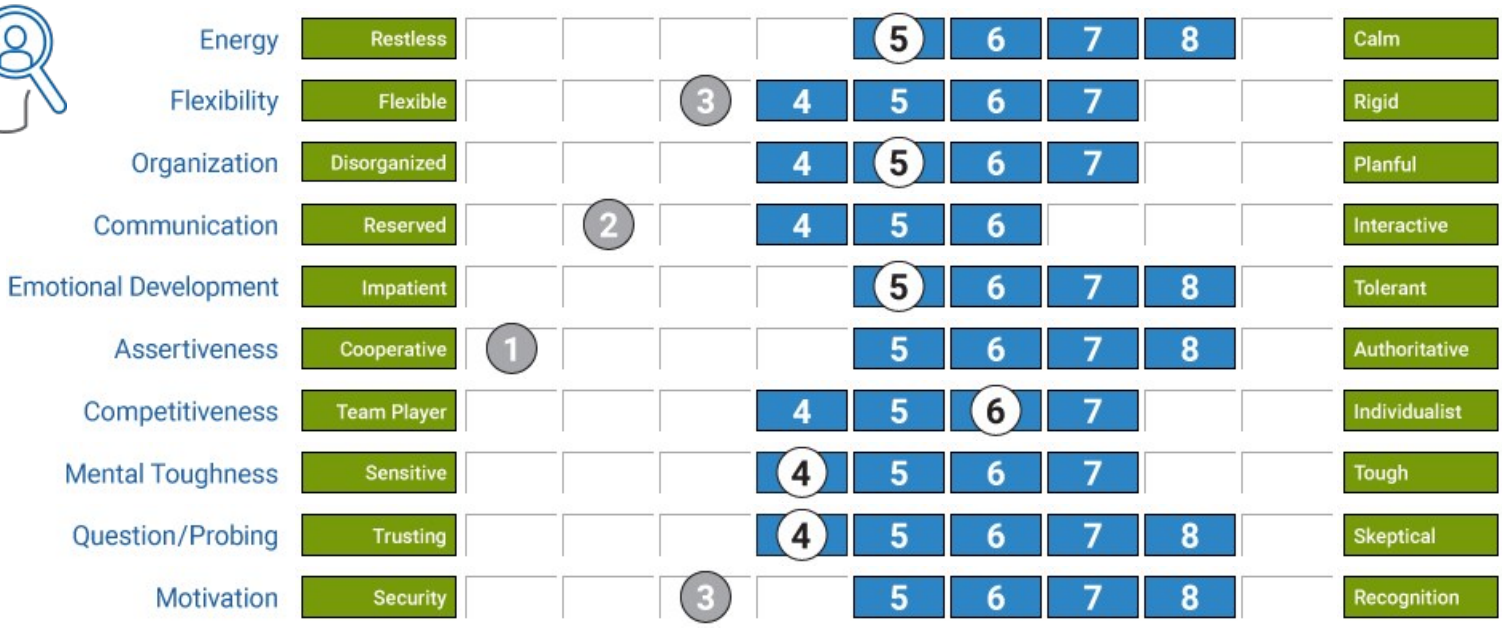
Mental Aptitudes

Provides distinct measurements of cognitive ability assessing how an individual will approach job functions from a mental standpoint.



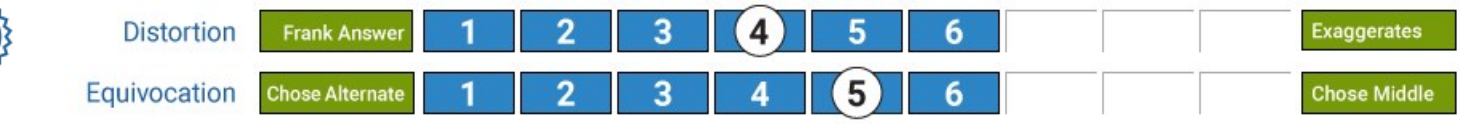
Performance Scales

Provides measurements of behavior representing an individual's primary personality traits and how they typically behave.



Validity Scales

Provides measurements of internal validity providing insight into the accuracy of the individual's responses to the Performance Scales.



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Development Suggestions

Introduction

Investing in training and development is not what is ultimately important, PERFORMANCE is! What is learned through training and development will yield a higher return on investment, resulting in improved job performance!

The pressure on organizations to improve training and development continues to intensify. Advances in technology, shifts in demographics, and the constant competitive necessity to upgrade workforce skills are challenging every organization.

Utilizing these assessment results provides leadership with credible behavioral information that enables them to take an objective and systematic approach to analyzing and managing the training and development needs of individuals to improve their performance in the workplace. For example, the information provided in the assessment results can assist management in developing and executing a plan to train a new hire during the onboarding process, thereby accelerating their learning curve. It can also prove to be an invaluable tool for management to evaluate and coach current employees to reach their potential.

Engagement is the key. These assessment results can be used as an effective tool to assist management in learning more about their people in their effort to build better employee relationships and employee engagement.

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Accountability/Ownership

Online Learning Courseware

- Taking Control of Your Workday

Development Books

- *Goal Management at Work* by R. Hans Hilgermann
- *Success is A Journey* by Jeffrey Mayer

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Analytical Thinking/Intellectual Capability

Online Learning Courseware

- Competitive Intelligence

Development Books

- *Getting and Staying Organized* by Connie Livesay
- *The Whole Brain Business Book* by Ned Herrmann

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Challenge the Status Quo

Online Learning Courseware

- Making Change Work

Development Books

- *Assertiveness Skills* by Nelda Shelton & Sharon Burton
- *Creativity at Work* by Dorothy S. M. Yep

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Collaboration/Integration

Online Learning Courseware

- 9 Traits of Highly Successful Teams

Development Books

- *Negotiating for Business Results* by Judith E. Fisher
- *Effective Interpersonal Relationships* by Robert Lucas

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Communication/Persuasion

Online Learning Courseware

- Powerful Presentation Skills
- Negotiating Skills for Managers

Development Books

- *Practical Business Communication* by Tim Saben
- *Negotiating for Business Results* by Judith E. Fisher

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Creativity/Innovation

Online Learning Courseware

- Creativity and Innovation

Development Books

- *Creativity at Work* by Dorothy S. M. Yep
- *Communicating Change* by T. J. Larkin

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Customer/Market Oriented

Online Learning Courseware

- Managing a Customer-Service-Oriented Culture

Development Books

- *Building Customer Loyalty* by Barbara Glang & Kaset Intl.
- *Customer Service Excellence* by Debra MacNeill

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Decisiveness

Online Learning Courseware

- Dealing with Conflict and Confrontation

Development Books

- *The New Supervisor - Skills for Success* by Bruce Tepper
- *Negotiating for Business Results* by Judith E. Fisher

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Diversity

Online Learning Courseware

- Managing Diversity and Inclusiveness

Development Books

- *Cultural Diversity in the Workplace* by Sally Walton
- *Multicultural Customer Service* by Leslie Aguilar & Linda Stokes

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Career Competency

Development Suggestions

Drive For Results

Online Learning Courseware

- Taking Control of Your Workday

Development Books

- *Goal Management At Work* by R. Hans Hilgermann
- *Get Ahead! Stay Ahead!* by Dianna Booher

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Energy/Enthusiasm

Online Learning Courseware

- How To Overcome Negativity in the Workplace

Development Books

- *Overcoming Anxiety at Work* by Vincent & Jane Miskell
- *Positive Attitudes at Work* by Sharon Ferrett

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Finding/Managing/Developing Talent

Online Learning Courseware

- Succeeding as a First Time Manager
- Essential Skills for Tommorrow's Managers

Development Books

- *Hiring Great People* by Kevin Klinuex
- *The Power of Simplicity* by Jack Trout

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Global Perspective

Online Learning Courseware

- International Business Skills

Development Books

- *Cultural Diversity in the Workplace* by Sally Walton
- *A Manager's Guide to Globalization* by Stephen H. Rhinesmith

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Integrity

Online Learning Courseware

- Taking Control of Your Workday

Development Books

- *Effective Interpersonal Relationships* by Robert Lucas
- *Life By Design* by Dr. Rick Kirschner

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Interpersonal Skills

Online Learning Courseware

- Interpersonal Communication Skills

Development Books

- *Effective Listening Skills* by Dennis & Abby Kratz
- *Effective Interpersonal Relationships* by Robert Lucas

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Strategic Thinking/Vision

Online Learning Courseware

- Strategic Management

Development Books

- *Effective Teamwork* by Michael Mazinn
- *Managing Teams* by Lawerence Holpp

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