

# Planning and Evaluating Competency Development Activities

## Competency Definition

Determines objectives and strategies; organizes work, sets priorities, determines resource requirements; coordinates with other parts of the organization to accomplish goals; monitors and evaluates the progress and outcomes of operational plans; anticipates potential threats or opportunities.

## Developmental Activity Levels

### All (A)

*Applies to all competency levels*

### Beginner-Basic Knowledge (B)

*A person at the Beginner-Basic Knowledge level has limited experience applying the competency. He/she applies general knowledge in common situations but has limited practical experience in applying the competency in a work environment presenting more complex situations.*

### Mid-level (M)

*A person with mid-level proficiency has applied the competency repeatedly and successfully in the performance of his/her job but still has much to learn about the advanced aspects or behaviors associated with the competency. A person at this level can usually apply the competency on his/her own.*

### High (H)

A person at the High level has extensive knowledge of and experience with this competency and can apply the competency exceptionally well on the job without assistance. At this level one is an expert and has enough experience to teach the competency to others.

## Articles, Books, and Websites

**H** Winston, Stephanie, Organized Executive: The Classic Program for Productivity: New Ways to Manage Time, Paper, People and the Digital Office, Warner Books, 2001.

In this fast-moving, stress-filled world, it often seems there are not enough hours in the day to accomplish all the necessary job-related tasks. Stretched to their limits, and haunted by deadlines, schedules, and interruptions, many managers despair of ever gaining control over their daily work load. In this revised and updated business primer, time management specialist Stephanie Winston offers practical organizational guidelines to take you smoothly from the 1990s into the new business millennium. Offering new ways to think about time, paper, and people, Winston shows harried executives how to translate productivity into a coherent program.

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### Activities

**B** Assess how well you structure your work by consulting with managers and colleagues. Ask for feedback on your organizational and planning skills. Find out what you do particularly well and where you have room for improvement.

**M** Develop a tracking system to regularly monitor progress against your planned schedule. Regularly check in with your tracking system to check on your progress. Make changes to your work schedule if necessary.

**M** Create a personal checklist to track how many deadlines are met in advance, on time, and are missed. Analyze the checklist to see which deadlines you are missing and why. Also, review what went well when you met a deadline in advance or on time.

**M** Set up a bulletin board to illustrate employee contributions against team goals.

### Coaching Suggestions for Managers

There are currently no coaching suggestions for this competency.