

# Self-Management

## Competency Development Activities

### Competency Definition

Sets well-defined and realistic personal goals; displays a high level of initiative, effort, and commitment towards completing assignments in a timely manner; works with minimal supervision; is motivated to achieve; demonstrates responsible behavior.

### 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

**B** Goleman, Daniel, Boyatzis, Richard, McKee, Annie, Primal Leadership: The Hidden Driver of Great Performance, Harvard Business Review, December, 2001.

Drawing on two years of research, the authors contend that the leader's mood and his or her attendant behaviors have enormous effects on performance. To help them attend to the impact of their moods and behaviors, the authors introduce a five-step process of self-reflection and planning.

### Activities

**B** Analyze your career goals and the kinds of skills and expertise you are still lacking to achieve your goals. Create a list of the things that you want to learn over the next several years. Focus

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development on these areas.

**B** Assess your performance for the past three months and decide which three things you are most proud of doing and which three you are least proud of doing. For those in the least category, consider what kinds of courses and/or other developmental activities or assignments would help you improve your performance.

**B** At the beginning of each work day or week, list the things you wish to accomplish and the dates by which you wish to accomplish them. Periodically evaluate the progress you are making towards your goals.

**B** Create an opportunity for learning out of a "failure". Ask yourself what you can learn from such situations and solicit feedback from others.

**B** Search for, and take advantage of, meaningful training and development workshops being offered in your area and make an effort to attend them.

**B** Solicit feedback from colleagues. Ask others for specific comments, suggestions, and feedback in areas you are attempting to improve. When you solicit feedback, ask questions that effectively uncover what you are trying to learn about yourself. Avoid responding defensively to feedback. Defensiveness prevents learning and will cause others to be reluctant to provide feedback.

**B** Take on additional responsibilities. Get involved in a variety of experiences to maximize your development. For example, volunteer to act in a supervisory role if your supervisor is absent or sick. Take on additional responsibilities, even if there is no additional compensation for your work.

### Coaching Suggestions for Managers

There are currently no coaching suggestions for this competency.