

Visual Observation

Competency Development Activities

Competency Definition

Noticing details and paying attention to instructions, demonstrations, and other activities; taking in and recalling incoming visual sensory information and using it to make predictions, comparison, and/or evaluations; recognizing differences or similarities, or sensing challenges in circumstances of event; discerning between relevant visual cues or information and irrelevant or distracting information; visually inspecting persons, property, or equipment.

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

M Michelman, Paul, Decisions: How Will You Maintain Alignment?, Harvard Management Update, September, 2004. HMU: U0409F

It's one thing to get your team focused on recasting its efforts at the outset of major change in corporate strategy. It's quite another to keep everyone's eyes on the strategic prize over time. The article canvassed the experts to offer these best practices in maintaining long-term alignment with strategy.

M Michelman, Paul, Decisions: How Will You Turn Top-Level Strategy into Unit-Level

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Action?, Harvard Management Update, August, 2004. HMU: U0408G

Managers throughout the ranks share the responsibility for creating clarity around what the strategy means at the unit, team, and individual levels--and for seeing that the strategy is carried out. Learn about a three-point plan for converting corporate strategy into an actionable agenda.

M Humphreys, John, The Vision Thing, MIT Sloan Management Review, Summer, 2004. MIT SMR: 45414

Time and time again, if a corporate leader is successful, his or her vision is cited as the cause and lauded as the foundation of the leader's greatness. Vision, however, is only one component of the strategic management process, and a myopic focus on it has led many organizations to pursue less than ideal strategies and objectives, as evidenced by many of the recent dotcom failures whose visions were powerful, but whose strategies were suspect at best.

Activities

There are currently no recommended developmental activities for this competency.

Coaching Suggestions for Managers

There are currently no coaching suggestions for this competency.