

 Having a broad overview	 Establishing and communicating a strategic vision
 Setting priorities and defining a course of action	 Rallying people around a vision
 Fostering organizational culture	 Promoting innovation
 Supporting and facilitating change	 Motivating, inspiring and engaging people
 Leading by example	 Demonstrating humility



Building effective teams



Leading and managing
teams



Identifying and
developing potential



Encouraging people



Fostering a collaborative
environment



Resolving conflicts



Listening to concerns and
responding to people's
needs



Delegating and allocating
work



Fostering team
coordination



Providing a clear
framework and clear
instructions

 Practicing active listening	 Adapting one's message to the audience
 Communicating clearly and convincingly in writing	 Communicating clearly and convincingly verbally
 Mastering the principles of visual communication	 Understanding non-verbal behavior
 Giving constructive feedback	 Negotiating
 Persuading and rallying others to one's cause	 Demonstrating tact and diplomacy

 Observing attentively	 Gathering and processing relevant information
 Analyzing complex and ambiguous situations	 Identifying problems
 Identifying possible solutions	 Identifying available resources
 Making decisions	 Demonstrating insight and sound judgment
 Remaining optimistic in the face of adversity	 Identifying, discussing and learning from one's mistakes

 Demonstrating integrity	 Being reliable and honoring one's commitments
 Following rules and instructions	 Maintaining order and taking care of equipment
 Being punctual and meeting deadlines	 Paying attention to detail and being precise
 Taking responsibility for one's actions	 Being committed to one's work and striving for excellence
 Showing professionalism	 Demonstrating honesty and integrity

 Working independently	 Managing multiple tasks and being polyvalent
 Demonstrating proactivity and initiative	 Being curious and open-minded
 Considering different perspectives	 Tolerating risk and uncertainty
 Adapting to a changing environment	 Taking unforeseen circumstances into account
 Developing contingency plans	 Being willing to challenge and reassess oneself

 Thinking divergently	 Using one's imagination
 Developing hypothetical scenarios	 Finding new ways of doing things
 Generating multiple ideas in a row	 Reframing things from a new perspective
 Daring to act without fearing of making mistakes	 Questioning assumptions and challenging the obvious
 Having fun and setting personal challenges in one's work	 Listening to and following one's intuition

 Setting and prioritizing goals	 Identifying intermediate milestones
 Setting and meeting deadlines	 Anticipating obstacles
 Mobilizing available resources	 Developing and implementing strategies
 Assessing progress	 Establishing and/or managing a budget
 Aligning means with ends	 Planning the course of action

 Staying organized and managing time effectively	 Self-motivating and persevering
 Knowing and respecting one's limits	 Being authentic and true to one's values
 Demonstrating self-control	 Being able to laugh at oneself
 Practicing introspection	 Listening to, understanding and managing one's emotions
 Performing under pressure and managing stress	 Learning and pursuing continuous development

 Building healthy relationships	 Maintaining long-term relationships
 Giving and receiving constructive criticism	 Giving and receiving compliments
 Demonstrating tolerance and respect	 Earning and deserving the respect of others
 Demonstrating empathy	 Reassuring and lifting others' spirits
 Trusting others	 Earning and inspiring trust

 Networking and leveraging one's network	 Being curious about others' experiences
 Understanding and considering others' perspectives and feelings	 Appreciating the value of teamwork
 Using humor to ease the atmosphere	 Bringing a positive atmosphere
 Bringing out the best in others	 Being patient with others
 Demonstrating generosity	 Sharing knowledge and giving back



Teaching and facilitating
learning



Seeking out others'
expertise



Facilitating and leading
a group



Celebrating others'
success



Being polite and
courteous



Being sensitive to
cultural differences



Offering help and
support



Knowing how to ask for
help



Knowing how to say no
and asserting oneself



Making time for others
and being available

 Identifying one's interests, values and personal characteristics	 Researching the job market
 Being attentive to one's professional needs	 Finding or creating meaning in one's career
 Making career decisions	 Turning career choices into action
 Keeping one's resume regularly updated	 Performing well in job interviews
 Creating and seizing professional opportunities	 Learning from and leveraging professional setbacks

 Mastering computer and digital tools	 Being comfortable working with numbers
 Being skillful with one's hands	 Demonstrating physical stamina
 Having good spatial awareness	 Distinguishing colors accurately
 Coordinating one's movements	 Driving a vehicle smoothly
 Assembling, building and manufacturing objects	 Maintaining, organizing and cleaning equipment or premises

PROFICIENCY +	PROFICIENCY =
PROFICIENCY -	ENJOYMENT +
ENJOYMENT =	ENJOYMENT -
Instructions: Skills Assessment (based on Knowdell, 2011) 1) Sort the cards from right to left according to the level of proficiency associated with the activities. 2) Ask for 1–2 specific examples for the skills associated with a high level of proficiency. 3) Sort the cards from top to bottom according to the level of enjoyment associated with the activities.	Instructions: Job Interview (based on Kahneman, 2011) 1) Select the 5–6 competencies that are most essential for the position. 2) Ask the person to provide 1–2 specific examples demonstrating these competencies. 3) Ask them to rate how much they enjoy using these competencies.
Rating  Leadership  Creativity  Management  Project Management  Communication  Self-Management  Problem Solving  Interpersonal Skills  Work Ethic  Career Management  Flexibility  Technical Skills	SKILLS Inventory - Cards (© S. Rochat, 2020)  see Chapitre 5.3 of the book <i>Mapping Career Counseling Interventions</i> for more details on this subject