

MODULE 3 Compete-Focused Competency Evaluation Matrix

Objective The final exercise in each module is intended to give you a starting point for developing a comprehensive strategy for mastery that you can implement and monitor in the future. You will use these matrices at the end of this book for your long-term development plan.

Review The first competency in the Compete quadrant focused on developing and communicating a vision and included exercises to help you connect your vision to your career goals. To help turn that vision into reality, the next competency reviewed how to set goals and objectives, where we emphasized the importance of creating SMART goals that are aligned with your overall vision. The third competency, motivating self and others, provided insights into what is necessary to translate goals into actions and considered both what motivates people and how our beliefs and expectation influence our willingness to exert the effort needed to achieve specific goals. The discussion of designing and organizing focused on the organizational context and helped us understand how key structural variables and organizational culture can impact our ability to achieve the goals of the organization. Finally, we considered what kinds of systems and processes can help us be successful as we manage execution and drive for results.

Directions Answer the questions in Table M3.3 for each of the competencies covered in this module based on the reading material, class discussions, and your personal work (e.g., Assessment exercises and Application exercises).

Reflection Completing Table M3.3 should give you some ideas about how you can continue to improve on competencies that focus on improving productivity and profitability, consistent with the goals of the rational goal quadrant.

TABLE M3.3 Module 3 Compete-Focused Competency Evaluation Matrix

With respect to this competency:	Developing and Communicating a Vision	Setting Goals and Objectives	Motivating Self and Others	Designing and Organizing	Managing Execution and Driving for Results
1. What do I know about my current performance?					
2. How could I be more effective?					
3. Who are some people I could observe?					
4. What books should I read?					
5. What objectives and deadlines should I set?					
6. With whom should I share my objectives?					
7. How will I evaluate my efforts?					