

Skill Set & Behaviour Assessment - commercial role

Name _____

	Skills	score/10		
		self-assess	2nd view	Essential / Desirable
1	Knowledge (technical, product, systems, etc.) within my personal responsibility area.			
2	Researching and getting information (organisations, suppliers, processes, regulations, etc).			
3	Business writing (letters, quotations, proposals, confirmations, contracts, etc.)			
4	Telephone appointment-making with senior people (executives and directors).			
5	Questioning and listening skills, ascertaining and developing needs and key issues.			
6	Developing solutions with customers, suppliers, partners, staff. Understanding and using USP's.			
7	Creating and giving senior-level presentations to groups.			
8	Negotiating strategy, techniques and skills.			
9	Financial understanding (P&L, cashflow, variable/fixed costs, capital/revenue, depreciation, etc).			
10	Managing relationships with customers and colleagues, internal selling.			
11	Closing and completing deals and agreements with individuals and groups.			
12	Competitor/industry research and awareness.			
13	Project management and running meetings.			
14	Administration, planning, reporting and monitoring.			
15	Time management - for my work responsibilities only.			

	Behaviour	score/10		
		self-ass.	2nd view	E / D
1	Striving for new skills, knowledge, experience and personal development.			
2	Taking personal responsibility to resolve problems, even those not of my own making.			
3	Understanding the way people really feel, beyond what they seem to be saying.			
4	Developing positive relationships, co-operation with, and supporting my colleagues.			
5	Being a self-starter, self-motivated, keeping focused and productive.			
6	Planning how to achieve my business and personal goals.			
7	Handling stress, conflict and pressure in a positive way.			
8	Managing upwards and sideways (my managerial superiors and my peers).			
9	Contributing positively to team/company morale and spirit.			
10	Seeking and picking up responsibility that I see waiting to be filled.			
11	Coming up with recommendations and suggestions, more than asking for answers.			
12	Prioritising, planning and organising the balance between work and home life.			

Score yourself out of 10 for each skill and behaviour. Validate your scores by discussing them with your boss or someone who knows you (these scores go in the '2nd view' column and form the basis of the assessment). At the same time agree with the other person whether each skill and behaviour is essential or desirable for the effective performance of your role, or your next job, if you are seeking advancement. Your personal development priorities are therefore the lowest scores in the essential skills and behaviours. For group training needs see the Training Needs Analysis template, which is used to analyse a number of this individual assessment tool results. Adapt or change the elements above to suit the job role(s).