

Helpful Phrases

Accuracy	Achievement	Administration
<ul style="list-style-type: none"> - Develops realistic tolerance levels - Keeps accurate records - Provides explicit documentations 	<ul style="list-style-type: none"> - Focuses on results - Achieves optimal outcomes - Exceeds the norm 	<ul style="list-style-type: none"> - Establishes effective systems for record retention - Capably manages records retention program giving proper attention to legal, tax and operational concerns - Is highly skilled in electronic records management - Avoids burdening management with administrative details
Analytical Skills	Coaching and Counseling	Communication Skills
<ul style="list-style-type: none"> - Excels in tedious research - Applies sound analytical thinking - Is very methodical in solving problems 	<ul style="list-style-type: none"> - Is highly respected by employees for sharing concerns, problems and opportunities - Lends support and guidance to employees - Gives helpful guidance to employees - Assists employees in career assessment 	<ul style="list-style-type: none"> - Excels in effective and positive communications - Keeps meetings action-oriented - Asks penetrating questions - Is an empathetic listener - Effectively communicates with co-workers
Competency	Computer Skills	Cooperation
<ul style="list-style-type: none"> - Focuses on core competencies - Demonstrates strong personal effectiveness - Attends seminars and workshops to improve personal competence 	<ul style="list-style-type: none"> - Keeps alert to new computer hardware - Keeps abreast of new software applications - Makes effective use of on-line resources 	<ul style="list-style-type: none"> - Is extremely cooperative with associates - Builds cooperation - Promotes productive cooperation - Displays a harmonious and cooperative spirit
Cost Management	Creativity	Decision Making
<ul style="list-style-type: none"> - Controls expenses without lowering accomplishments - Displays sound judgment in managing and controlling expenses - Effectively commits resources of staff, funds and time 	<ul style="list-style-type: none"> - Successfully develops creative strategies - Welcomes ideas from subordinates - Is receptive to new ideas - Is willing to change - Excels in nurturing new ideas - Understands "ambiguity and change" and how these critical concepts impact the organization 	<ul style="list-style-type: none"> - Makes decisions with confidence - Concentrates on developing solutions - Encourages decision making at lowest possible level
Delegating	Dependability	Development
<ul style="list-style-type: none"> - Provides subordinates with the resources needed to accomplish results - Encourages subordinates to solve their own problems - Creates a high degree of trust with subordinates 	<ul style="list-style-type: none"> - Fully accepts all responsibilities and meets deadlines - Can be relied upon to accomplish the best possible results - Generates greater success in highly complex situations 	<ul style="list-style-type: none"> - Is eager to participate in professional development programs - Displays an ability to turn weaknesses into strengths - Encourages employees to become promotable
Environmental, Safety and Security	Evaluation Skills	Goals and Objectives
<ul style="list-style-type: none"> - Closely follows all safety regulations - Excels in accident prevention management - Adheres to all security policies 	<ul style="list-style-type: none"> - Accurately assesses potential - Rates on the basis of performance and not personality - Effectively rates job performance 	<ul style="list-style-type: none"> - Effectively communicates objectives - Sets compelling personal goals - Keeps employees focused on achieving goals

	<p>and not the individual</p> <ul style="list-style-type: none"> - Carefully limits all evaluations to on-the-job performance - Understands accomplishments, strengths and weaknesses of employees 	
Improvement Initiative Innovation		
<ul style="list-style-type: none"> - Is continuously planning for improvement - Promotes improvement-oriented ideas - Uses constructive criticism to improve performance - Establishes goals for improvement of performance targets - Displays improved potential for advancement 	<ul style="list-style-type: none"> - Explores new opportunities - Requires minimum supervision - Extremely active and eager to try new approaches 	<ul style="list-style-type: none"> - Excels in developing innovative and creative solutions - Seeks continuous innovation - Excels in innovative thinking
Interpersonal Skills Judgment Knowledge		
<ul style="list-style-type: none"> - Excels in effective human relations - Recognizes the needs of others - Excels in obtaining enthusiastic commitments - Develops positive working relationships - Promotes harmony among associates - Promotes participative approaches 	<ul style="list-style-type: none"> - Excels in making appropriate judgments - Can be trusted to use good judgment - Exercises sound judgment on behalf of others 	<ul style="list-style-type: none"> - Clearly understands purposes, objectives, practices and procedures of department - Demonstrates a strong, functional knowledge - Keeps well informed on business, political and social issues
Leadership Learning Ability Loyalty and Dedication		
<ul style="list-style-type: none"> - Is able to quickly gain the support of others - Inspires confidence and respect - Leads with authority and respect - Shows appreciation for contributions and achievements - Promotes harmony and teamwork 	<ul style="list-style-type: none"> - Is eager to enhance skill levels - Benefits from all learning situations - Is committed to continuous learning - Is continuously learning through educational and professional improvement programs 	<ul style="list-style-type: none"> - Takes pride in job - Is highly devoted to achieving objectives - Displays a high degree of honesty, loyalty and integrity
Management Ability Maturity Mental Skills		
<ul style="list-style-type: none"> - Effectively uses contemporary management concepts / ideas - Encourages participative management - Is a powerful asset to the organization - Identifies major management problems - Is a polished and effective executive - Avoids managing by crisis - Recognizes the differences between managing and doing - Effectively manages change 	<ul style="list-style-type: none"> - Copes constructively with emotions - Avoids overreacting - Keeps anger under control - Confronts reality 	<ul style="list-style-type: none"> - Uses common sense to reach workable conclusions - Displays imaginative thinking - Excels in heuristic thinking - Thinks futuristically
Motivation Negotiating Skills Oral Expression		
<ul style="list-style-type: none"> - Displays strong achievement drive - Is realistically enthusiastic - Accentuates the positive - Displays energy and vitality in performing daily responsibilities - Views problems as opportunities - Is results/outcomes oriented 	<ul style="list-style-type: none"> - Excels in negotiating fair resolutions - Is a key facilitator - Reconciles differences without creating resentment - Handles confrontations with tact 	<ul style="list-style-type: none"> - Excels in impromptu speaking situations - Communicates with ease and a natural style - Speaks with enthusiasm and confidence

Organizing	Personal Qualities	Persuasiveness
<ul style="list-style-type: none"> - Makes the most of organizational energy and potential - Demonstrates a systematic approach in carrying out assignments - Exerts a positive influence on the organizational climate 	<ul style="list-style-type: none"> - Has a calm, even temperament - Is sincere - Possesses all traits associated with excellence 	<ul style="list-style-type: none"> - Persuades with tact - Writes with persuasion - Persuades without antagonizing
Planning	Potential	Presentation Skills
<ul style="list-style-type: none"> - Effectively plans work schedules to balance peak and slack periods - Keeps comfortably ahead of work schedule - Excels in developing tactical action plans - Is very skilled in turning theory into action plans - Plans for the unexpected - Focuses on the future 	<ul style="list-style-type: none"> - Displays high management potential - Is capable of assuming greater challenges - Displays a high energy potential - Is enhancing growth potential through additional education and training 	<ul style="list-style-type: none"> - Delivers presentations with enthusiasm and energy - Is able to present dry and technical information - Continuously strives to improve presentation skills
Prioritizing	Problem Solving	Productivity
<ul style="list-style-type: none"> - Excels in eliminating unproductive activities - Recognizes the need to concentrate on people rather than tasks - Is able to distinguish between crucial and trivial - Sees the big picture - Places organizational needs ahead of personal convenience 	<ul style="list-style-type: none"> - Displays a practical approach to solving problems - Effectively solves problems rather than symptoms - Works well with others in solving problems 	<ul style="list-style-type: none"> - Demonstrates consistently distinguished performance - Is an abundant producer - Sustains a high achievement level
Professionalism	Project Management	Quality
<ul style="list-style-type: none"> - Continuously seeks to broaden professional horizons - Develops the skills needed to maintain the highest standards of professional excellence - Develops enduring professional relationships - Projects poise and authority - Writing reflects a polished professional appearance 	<ul style="list-style-type: none"> - Clearly establishes project goals and objectives - Keeps management fully informed of a project's progress - Is able to keep programs and projects running smoothly 	<ul style="list-style-type: none"> - Is fully committed to quality assurance - Excels in detecting flaws or imperfections - Strives for state-of-the-art perfection
Resourcefulness	Responsibility	Stress
<ul style="list-style-type: none"> - Effectively matches goals to resources - Effectively assesses employee resources, strengths and competences - Makes optimum use of department resources - Effectively uses all information sources 	<ul style="list-style-type: none"> - Accepts full responsibility for results - Continues to seek and accept responsibility - Seizes responsibility without causing seizures in either subordinates or himself/herself - Eagerly seeks formidable challenges 	<ul style="list-style-type: none"> - Successfully handles multiple demands from superiors and subordinates - Copes effectively with pressures and tensions - Maintains coolness despite annoyances - Works effectively in high pressure situations - Keeps calm and professional under the toughest circumstances - Handles crises with composure - Recognizes stress-related problems - Recognizes the importance of sound physical and mental health for top performance
Supervisory Skills	Tact and Diplomacy	Team Skills

<ul style="list-style-type: none"> - Effectively motivates subordinates to exert the effort necessary to attain organizational goals - Brings out the best in employees - Makes certain that employees have a clear understanding of their responsibilities - Makes maximum use of personnel and equipment - Keeps employees challenged through job enrichment - Develops a climate providing motivation, participation and opportunities for employee initiative - Promotes a comfortable, friendly organizational atmosphere - Avoids over-supervising - Capably manages diverse personalities - Supervises firmly and fairly - Disciplines without causing resentment - Is skilled in conflict resolution - Applies all rules and regulations fairly - Copes effectively with misunderstandings 	<ul style="list-style-type: none"> - Handles sensitive situations with confidence - Is very tactful when facing confrontation - Displays trust and mutual understanding - Conveys sincere appreciation at every opportunity 	<ul style="list-style-type: none"> - Capitalizes on the talents of all team members - Makes maximum use of the diverse talents of team members - Is a strong team builder - Excels in developing harmony and greater productivity
Technical Skills		
<ul style="list-style-type: none"> - Builds a strong sense of technical teamwork and purpose - Effectively blends management skills with technical expertise - Keeps informed of new technologies in office automation 	<ul style="list-style-type: none"> - Avoids becoming involved in endless details - Makes effective use of supervisors' time and resources - Works smarter, not harder - Doesn't "major in the minors" 	<ul style="list-style-type: none"> - Has the ability to perform a wide range of assignments - Is very capable of handling a multitude of situations - Is able to provide broad organizational support in many areas - Is intrinsically comfortable with ambiguity and change
Vision		
<ul style="list-style-type: none"> - Develops vision statements that reflect realistic solutions - Displays visionary leadership skills - Displays long-range/long-term vision - Develops strategic vision - Excels in visionary strategies 	<ul style="list-style-type: none"> - Writes in a positive manner to reflect favorably upon the organization - Possesses a large vocabulary - Is highly skilled in preparing reports and proposals 	
Writing Ability		