Jobholder Skills Workbook – Aotearoa New Zealand

Welcome to this Skills Workbook, designed to build a **profile** of some **less of your well-recognised work skills**. These skills are often overlooked, because they are hard to put into words.

These invisible skills can be identified by **describing work activities** in which you use them.

This workbook contains lists a total of 135 such activities. Please use the **code letters set out at the top of each page** to identify those work activities that are **relevant to you and your job**.

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Work from left to right, starting with 'Learn' and finishing with 'Expertly create a system'

A. Shaping awareness

	Learn	Do fluently	Solve new problems	Share solutions with others	Expertly create a system
A1. Sensing contexts or situations	Build up understanding of worksite, resources, contacts, roles and rules.	Adapt and apply knowledge and skills gained outside this workplace.	Piece together information and perspectives from various sources to solve a problem.	Use ways of exchanging rapid updates with colleagues.	Use your understanding of the organisation's priorities to influence.
	Build up a general understanding of terms and technology used by specialists in the work area.	Adapt to the styles of different work groups	Use your knowledge of the job and its contexts to anticipate and avoid problems.	Share problem-solving ideas with colleagues.	Develop a system for exchanging information on new developments inside and outside the organisation.
	Learn about the wider work contexts by observation, questions, reading and reflection.	Automatically pick up and adapt to changes in the work flow, demands etc.	Solve problems by sifting key issues from masses of detail.	Share information about new developments relevant to your work.	Bring together people with knowledge and experience to help find ways of addressing issues for the organisation.

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A Shaping awareness

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A2. Monitoring and guiding reactions	Learn to recognise and set aside your own pre-judgments of people or situations.	Recognise provocations and avoid responding to them.	Filter information to make it clear and relevant to a range of people.	Be aware of the work group's emotional under-currents, strengths and needs.	Know when to persevere and when to let go of a system change you are seeking to introduce.
.	Gain insights into reasons for difficult behaviour.	Remind others how to behave in challenging situations.	Filter information according to how it will be received by those receiving it.	Work with colleagues to identify and deal with causes of difficulties.	Monitor perceptions of an initiative, and find a clear up misinterpretations.
	Learn to control your reactions to difficult or disturbing work situations.	Automatically check your own and co-workers' reactions to difficult situations.	Cope with large tasks by breaking them into small steps.	Prepare for a key event by checking through all the steps and gaining reliable feedback.	Foresee potential difficulties with a policy proposal and find ways of addressing them in advance.

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A Shaping awareness

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A3. Judging impacts	Learn to predict how your responses to a situation will affect the reactions of other people.	Automatically note when someone is beginning to be uncomfortable with what you are saying or doing.	Assess how unwelcome news will be received, picking the right moment and monitoring the response.	Regularly summarise your understanding of what is going on in order to check that others agree.	Set up processes for robust evaluation of the impact of the organisation's work, using a range of methods
	Learn to screen worrying or unsettling work processes from clients.	Automatically minimise others' fear or shame.	If aspects of your job are stressful to clients, carry out your work whilst chatting to relax them.	Help create a supportive context for giving and receiving feedback.	Perceive flow-on impacts of decisions on other parts of the organisation.
	Learn to consider consequences before responding.	Automatically act to reduce the stress of others.	Test your solution to a problem, by listening, observing and reflecting.	Constructively challenge practices that compromise the safety or dignity of others.	Create a system for monitoring unintended outcomes of your organisation's approach.

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B. Interacting and relating

	Learn	Do fluently	Solve new problems	Share solutions with others	Expertly create a system-
B1. Negotiating boundaries .	Learn to establish the boundaries of your role when responding to requests from clients or colleagues.	Communicate clear and consistent limits in a way that gains acceptance.	Find a pleasant way to refuse requests that would deflect from deadlines.	Share knowledge and experience with people who do not accept your authority.	Carry a proposal forward by networking with key stakeholders.
	Learn to allow upset people to calm down before trying to help.	Maintain useful working relations with people outside your immediate work group.	Confront problems quickly and directly (for example, 'You aren't going to want to hear this, but …').	Give others space to learn and make mistakes.	Gain support for a change proposal by testing the idea with key people.
	Learn to gain understanding and consent by explaining each step of a process.	Provide support unobtrusively to enhance others' independence.	Maintain good-will, whilst not giving way on bottom line solutions.	Constructively give and receive feedback in unequal power situations.	Provide a sense of direction that energises others.

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B2. Communicating verbally and non-verbally	Learn to interpret tone of voice and body language.	Interpret the needs and intentions of people who have restricted verbal language.	Adapt the volume of communication to the varying attention spans of different listeners.	Solve technical problems for non-experts by using familiar examples and language.	Crystallise the views of a diverse audience.
	Learn to use conversation or tone of voice to put people at ease, keep their spirits up or allow closure.	Use listening skills, allowing people to talk through their concerns.	Pitch your use of language and terminology according to your listeners' levels of understanding.	Coin catchphrases that will serve as a shared guide to action.	Use understanding of community issues to acceptance by a range of audiences.
	Learn to set out concepts clearly and logically using written and spoken language and other media.	Use reassuring and respectful touch (when appropriate), to convey or gain information.	Overcome communication problems by translating, eg, between students and experts.	Help your work group to build the right kind of environment for clients and co-workers.	Help build a consistent, aesthetic and ethical communication style for the organisation.

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B3. Connecting across cultures	Learn the rules for interacting appropriately in intercultural situations.	See your own and your work team's behaviour from the perspective of Māori or another culture.	Solve issues with colleagues or clients by approaching them from a Māori or other cultural perspective.	Listen attentively to key in to the sub-text and dynamics of gatherings based on te reo Maori or another language or culture.	Work with people from diverse backgrounds to help overcome systemic barriers.
	Learn to interact easily and respectfully with people from diverse cultures.	Identify the correct contact people for the communities and cultures you serve.	Work effectively with people who have different approaches to time.	Incorporate elements of Maori or other languages of your client groups (such as NZ sign language) into your work practices	Work at a systems level to implement Treaty principles of partnership, participation and protection of Maori interests.
	Learn protocols for respectful use of traditional knowledge.	Speak and act in a way that fits with Māori kaupapa and values	Help negotiate solutions to problems caused by disability or cultural misunderstandings.	Informally interpret or mediate between work colleagues and members of cultural communities.	Develop the expertise (eg through immersion) to build culturally inclusive programs.

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C. Coordinating

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C1. Sequencing and combining activities	Develop a list of contacts, definitions, reminders and shortcuts to help streamline work.	Notice needs to be done and automatically do it, so that no-one notices your input until absent.	Assess urgency and importance of simultaneous calls on attention, any of which could become a crisis.	Exchange tricks of the trade and ideas for shortcuts with colleagues.	Embed useful elements of your own systems and codes in the organisation's programs.
	Learn to incorporate new tools and techniques into work processes.	Respond to a range of demands by slotting each request into the day.	As new demands arise during the day, frequently reprioritise tasks to keep within deadlines.	Plan team briefings by using a clear, logical and streamlined sequence.	Maintain a range of initiatives, switching attention among them.
	Learn to sort your own tasks according to importance and urgency.	If interrupted, carry the idea and get back quickly to the same point.	Think quickly on your feet as new problems arise in the course of an activity.	Develop codes for recording key details of events as they happen to allow effective follow-up.	Map long-term work goals, to help align them with organisational realities.

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C2. Interweaving your activities smoothly with those of others	Learn to keep notes of loose ends that need to be followed up with colleagues.	Use knowledge of how the workplace runs to ensure issues are followed through to closure.	Monitor each step of a group work process so that everything is at hand for individuals with varying work styles.	Develop shared information exchange systems, such as mental maps, flow-charts, coding systems, templates or automated spreadsheets	Create systems for sharing innovations or solutions to intractable problems.
	Learn the best timing and approach in interrupting others and when not to interrupt.	Automatically check to prevent duplicating the work of others.	Carry out all steps to ensure legal and safe procedures in a rapidly changing situation.	Mobilise support networks for quick responses.	Develop network for accessing, tracking, sharing and building on solutions.
	Learn to record information accurately and to convey it to relevant people in a timely way.	Use general familiarity with the work process to stand in for others at short notice.	Reorganise the weekly plan with colleagues as new demands crop up, adapting your intentions and timing.	Organise your long-term work cycle to be available to team members at key times.	Develop a system for maintaining long-term key records.

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C3. Maintaining and/or restoring workflow	Learn to patch up minor misunderstandings before they escalate.	Fix up things that have not been followed through, without undermining others.	Identify minor issues that have the potential to grow into bigger problems and act to prevent this.	Cooperate to find a way around or through obstacles.	Research underlying causes of bottlenecks and negotiate solutions.
	Learn to rebalance and refocus quickly after something goes wrong.	Ensure co-workers are notified if equipment faulty and arrange for it to be fixed.	Develop your own tracking system to make sure procedures have been followed.	Find ways to optimise resources.	Ensure backup systems are in place. In case of system breakdown.
	Learn the steps to follow in dealing calmly with an emergency.	Plan to ensure that all needs of a dependent client will be met between meetings.	Make safe decisions in situations where information is ambiguous, rapidly changing or unavailable.	Develop and share techniques for solving problems under high pressure.	Work to maintain continuity and stability as well as responsiveness to change.

Thank you! You have finished the Workbook and are ready to analyse the results…