

Jobholder Skills Workbook – International Version

Welcome to this Skills Audit, 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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Please mark each statement with a D, E, F, G, or H, as follows:

- I regularly do this in my present job - **D**
- I did this in previous work, but seldom or never need it in my present job - **E**
- I would like to gain more experience in doing this - **F**
- I want to gain this capability for my longer term development (professional or personal) - **G**
- Not applicable - **H**

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

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A Shaping awareness

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

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

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

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

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B. Interacting and relating

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

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C. Coordinating

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

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C. Coordinating

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

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C. Coordinating

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

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