

Discover 10 skills needed to respond to rapid, transformational change and help your team members and organization chart a path through turbulent times to a positive future.

Then follow the instructions to assess yourself and complete a personal analysis of your Strengths, Weaknesses, Opportunities and Threats, enabling you to pinpoint skills you can leverage for success and development opportunities to help you grow.

The 10 Essential Skills for Times of Transformation and Change

Emotional Intelligence (EI)

- Demonstrates emotional self-awareness and is able to manage distressing emotions in order to focus on goals and consciously choose responses to a person or situation
- Senses the emotions of others, understands their perspective, and adapts to one's surroundings
- Applies self-awareness, self-management, and social awareness to create positive interactions with others

Adaptability

- Responds quickly, decisively, and effectively to change
- Demonstrates resilience to recover quickly from adversity and continuously learns from experiences
- Varies methods and approaches when current practices are unsuccessful

Team-Building

- Clearly describes team purpose, goals, and expectations for how each member's role contributes
- Creates strong morale and spirit; fosters open dialogue and empowers members to be responsible for their work and results
- Provides constructive feedback and recognizes successes; creates a feeling of belonging in the team

Inspired Vision

- Provides a compelling sense of future possibilities that is aligned with a clear mission (purpose) and is ambitious, yet realistic
- Taps into positive emotions and uses imagery and stories to engage and align people
- Communicates the vision many times using different forms of media to create a connection and gain alignment

Culture Optimization

- Gains consensus and support for the unique system of shared assumptions, values, and beliefs that govern how members of the organization behave
- Determines ways to leverage the positive attributes of the culture to strengthen engagement with customers, partners, peers and employees
- Plans, communicates, reinforces, and guards the culture to ensure that it supports the vision and mission of the organization



Collaboration

- Works with others to create or achieve shared goals
- Fosters an environment in which others want to participate and contribute to accomplish greater results
- Supports both synchronous (same time) and asynchronous (different time) collaboration to leverage virtual team members' skills and availability

Change Management

- Engages in a structured approach to ensure that changes are thoroughly and smoothly implemented, and that the lasting benefits of change are achieved
- Develops milestones, metrics, roles, and responsibilities; consistently monitors and evaluates the impact of change on individuals and teams as they move from the current situation to the new one

Organizational Alignment

- Communicates the vision, direction, and performance expectations in an exciting way, and verifies others' understanding of these
- Identifies and promotes common goals and ensures a universal commitment to the organization's core principles and values
- Focuses resources and performance on priorities in the strategic plan and builds alliances with others inside and outside the organization

Knowledge Sharing and Retention

- Establishes systems, resources, and practices for capturing, developing, and effectively using organizational knowledge (e.g. documentation, cross-training, sharing best practices, etc.)
- Uses technology to effectively capture and share information to improve efficiencies, collective intelligence, and strategic advantage

Strategic Planning

- Initiates plans (at least three years into the future) to advance the mission and vision. Views the plan as a critical ongoing management tool and system
- Engages with others to create the "roadmap" emphasizing goals, priorities, structure, focus, and metrics to achieve the vision
- Aligns people, processes, and technology to support the vision and mission

Transformational Leadership: Your Personal SWOT Analysis

Assessing Your Current Skills

Instructions:

For each of the 10 essential skills listed below, circle a rating from 1-10 that you believe reflects your current abilities. Consider how your manager or someone from your team would rate you on these skills. A 10 rating means that you are extremely strong in that area; a 1 rating means that you need to greatly improve. Guidelines to help you determine an appropriate rating are listed below.

Guidelines:

- **9 or 10:** You regularly practice this skill, proactively advocate for it, and are known for your expertise in it. For some skills, you have taken a lead role in building them as a competency within your organization (e.g. change management, team-building, or strategic planning).
- **7 or 8:** You strongly believe in the importance of this skill and have made some attempts at developing it yourself. However, you are not quite at the level you'd like to be due to a lack of time and/or other factors.
- **5 or 6:** You recognize the value of this skill but have not been able to make it a priority consistently. You have never had a mentor who could help you become more proficient.
- **3 or 4:** You lack a clear understanding of this skill. With adequate training and/or exposure, you would consider making it more of an area of emphasis.
- **1 or 2:** You have no familiarity with this skill. You have never worked in an environment where it was valued. As a result, it is not something in which you have expertise.

Ratings:

1. Emotional Intelligence	1	2	3	4	5	6	7	8	9	10
2. Adaptability	1	2	3	4	5	6	7	8	9	10
3. Team-Building	1	2	3	4	5	6	7	8	9	10
4. Inspired Vision	1	2	3	4	5	6	7	8	9	10
5. Culture Optimization	1	2	3	4	5	6	7	8	9	10
6. Collaboration	1	2	3	4	5	6	7	8	9	10
7. Change Management	1	2	3	4	5	6	7	8	9	10
8. Organizational Alignment	1	2	3	4	5	6	7	8	9	10
9. Knowledge Sharing and Retention	1	2	3	4	5	6	7	8	9	10
10. Strategic Planning	1	2	3	4	5	6	7	8	9	10

Your Personal SWOT Analysis

Instructions:

List your top three strengths and weaknesses in the appropriate boxes below. Remember that strengths and weaknesses are internal (you), whereas opportunities and threats are external (your organizational environment).

For **Opportunities** and **Threats**, consider what your organization really needs right now. Which of these 10 skills are critical for the organization to survive and thrive in these challenging times?

Note that you may need to gather information or ask for other perspectives to answer this question.

For these crucial skills, if you rated yourself as 6+, record this skill as an **Opportunity**. You can use this strength for good.

If you rated yourself as 5 or below, consider this a **Threat**. You will need to improve in this area to increase your effectiveness.

S STRENGTHS	
W WEAKNESSES	
O OPPORTUNITIES	
T THREATS	