

HERE'S WHAT TO DO:

- 1) Read all seven of the statements for each Attribute. What does your heart tell you?  
What is your initial reaction? What would your peers, managers or direct reports say about you?
- 2) Based on your review of the statements, give yourself a score for each Attribute  
(1 being low proficiency, 10 being high proficiency)
- 3) Mark your score for each Attribute on the scale



## Commerciality

- a) I know the strategic plan and goals of the business
- b) I know how external forces (e.g. political, economic, social and technological) have an impact on the business
- c) I understand how the business operates and makes money
- d) I know who the business' ideal client or customer is
- e) I understand the business' products and services
- f) I know who the competitors are and what our market share is
- g) I know what our biggest strengths and challenges are as a business

Score: 1 2 3 4 5 6 7 8 9 10



## Professionalism

- a) I have an in-depth knowledge of the people practices relevant to each stage of the lifecycle (e.g. bonus plan design, retention strategies)
- b) I understand, monitor and use our people metrics
- c) I know how our people metrics (e.g. employee turnover, engagement, average days absent) compare with industry or national averages
- d) I understand how HR can embrace technology to create insight for the business and transform the employee experience
- e) I am proactive in keeping up to date with employment legislation and I take appropriate action to keep my business compliant
- f) I have the professional expertise to be able to engage with third parties to best support my business (e.g. payroll, lawyers, recruiters)
- g) I am well connected to other HR professionals and communities to challenge me professionally and support my development

Score: 1 2 3 4 5 6 7 8 9 10



**Compassion**

- a) I am fully 'present' when meeting with managers and employees and do not get distracted by other demands
- b) I continually practice active listening and challenge others to do the same
- c) I am attentive to verbal and non-verbal communication signals and adapt my approach accordingly
- d) I actively and consciously consider what the manager and employee experience has been and take this into account before taking action
- e) I consciously adapt my communication style based on the other person's behavioural style and needs
- f) I always ensure that managers and employees have had the opportunity to have their opinion heard
- g) I often receive feedback and appreciation from those around me for my support, attention and patience

Score: 1 2 3 4 5 6 7 8 9 10



**Courage**

- a) I feel confident and willing to provide my opinion and guidance
- b) I acknowledge the 'elephant in the room' in an appropriate, timely and respectful way
- c) I prepare for and have difficult conversations that may have been ignored by others to find an appropriate solution
- d) I challenge and support others to have difficult conversations
- e) I challenge others where there may be unconscious bias or favouritism
- f) I hold myself and others accountable to do the right thing
- g) I am willing and able to receive feedback and have humility to learn from my mistakes

Score: 1 2 3 4 5 6 7 8 9 10



**Self-discipline**

- a) I am respected for delivering on my objectives on time
- b) I have a system to organise all of the issues and projects that I am responsible for, so that I make progress and meet deadlines
- c) I actively manage my diary to ensure that I am punctual and productive with my time
- d) My work is always accurate and 'right first time'
- e) My workspace is tidy and respects confidentiality at all times
- f) I am able to remain composed in the workplace at all times
- g) I have strategies in place to manage the emotional impact of my responsibilities on my own wellbeing

Score: 1 2 3 4 5 6 7 8 9 10

FOLLOWING YOUR ASSESSMENT AGAINST EACH ATTRIBUTE, CONSIDER:

Which Attributes are your greatest strengths?

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Which Attributes are your greatest opportunities for improvement?

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What is the impact of these current levels of proficiency on your performance and credibility?

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What workplace situations have been directly impacted by your current proficiency relating to the Attributes?

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Which of the Attributes do you think you should focus on improving?

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What difference will making improvements across these Attributes make to your work and your reputation?

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