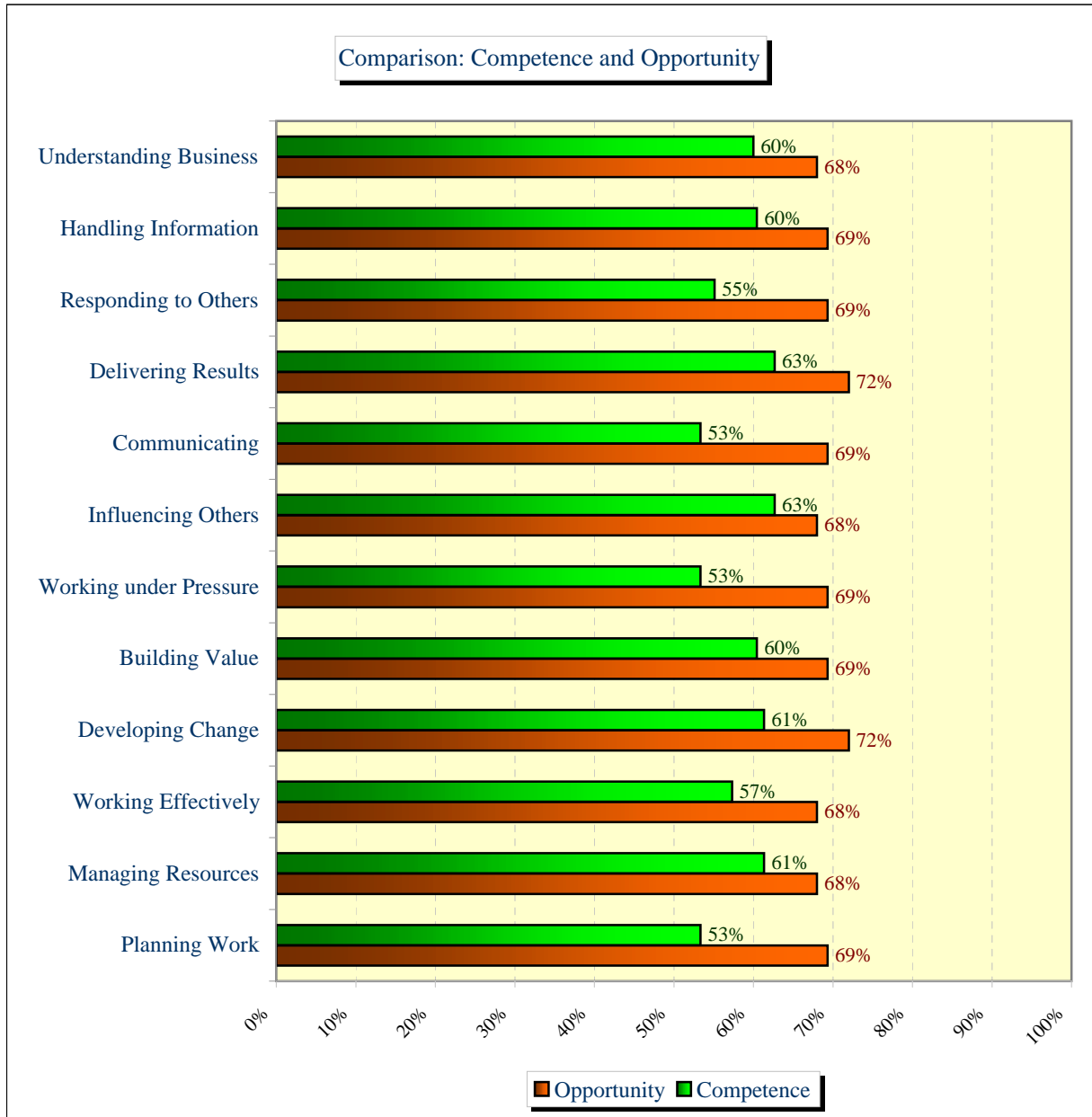


Patterns of Competence

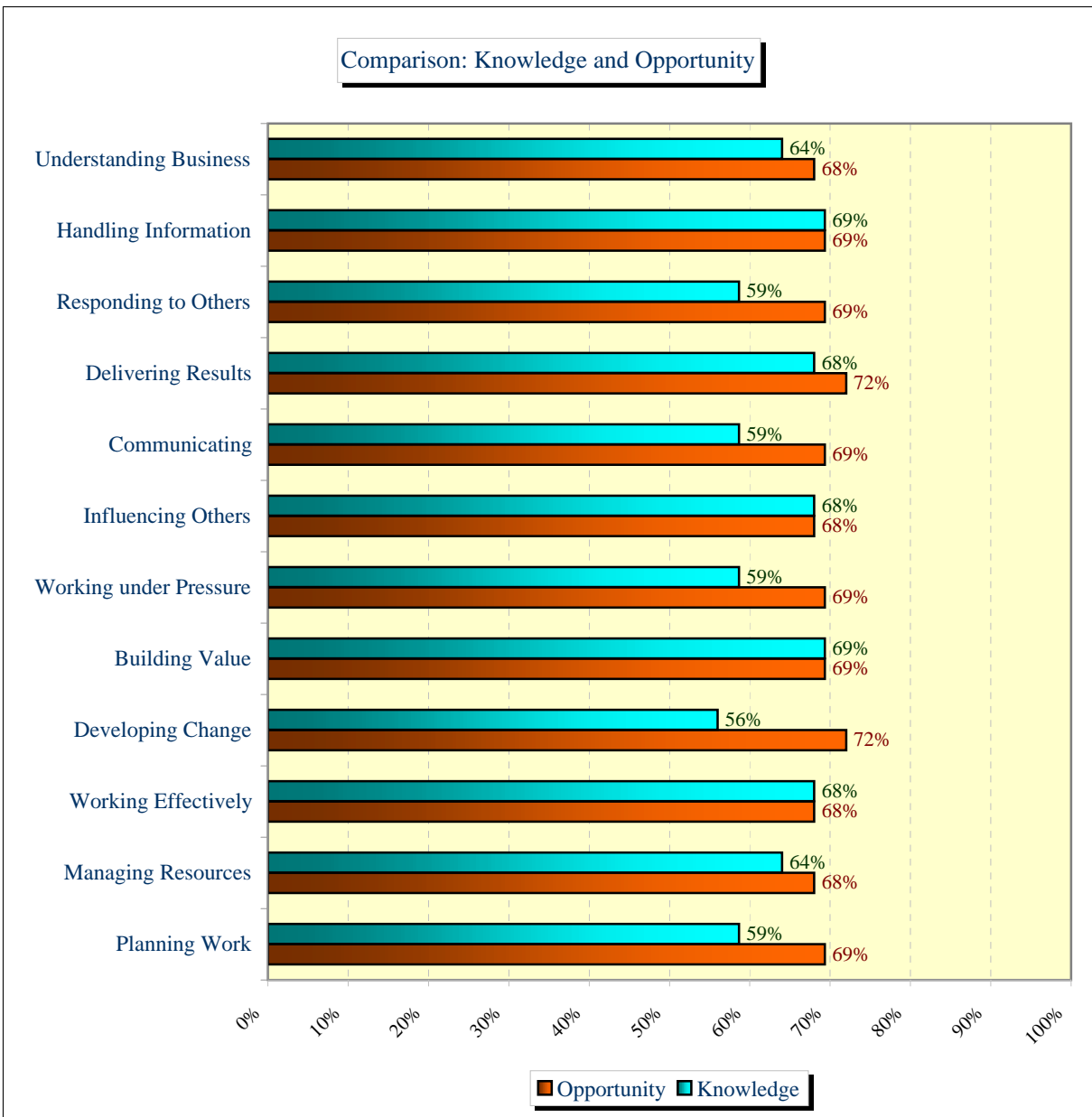
Imagine the total spectrum of competence, from almost nothing to a demonstrated capability to handle just about anything that comes up within an organization. The purpose of this report is to help you enquire where you are today along that spectrum. We start by comparing the summary of your own view of your competence with the opportunities that you say you have had. How well have you used them?

In all the charts, 100% means a total competence in that area of functioning. Being competent in every possible way.



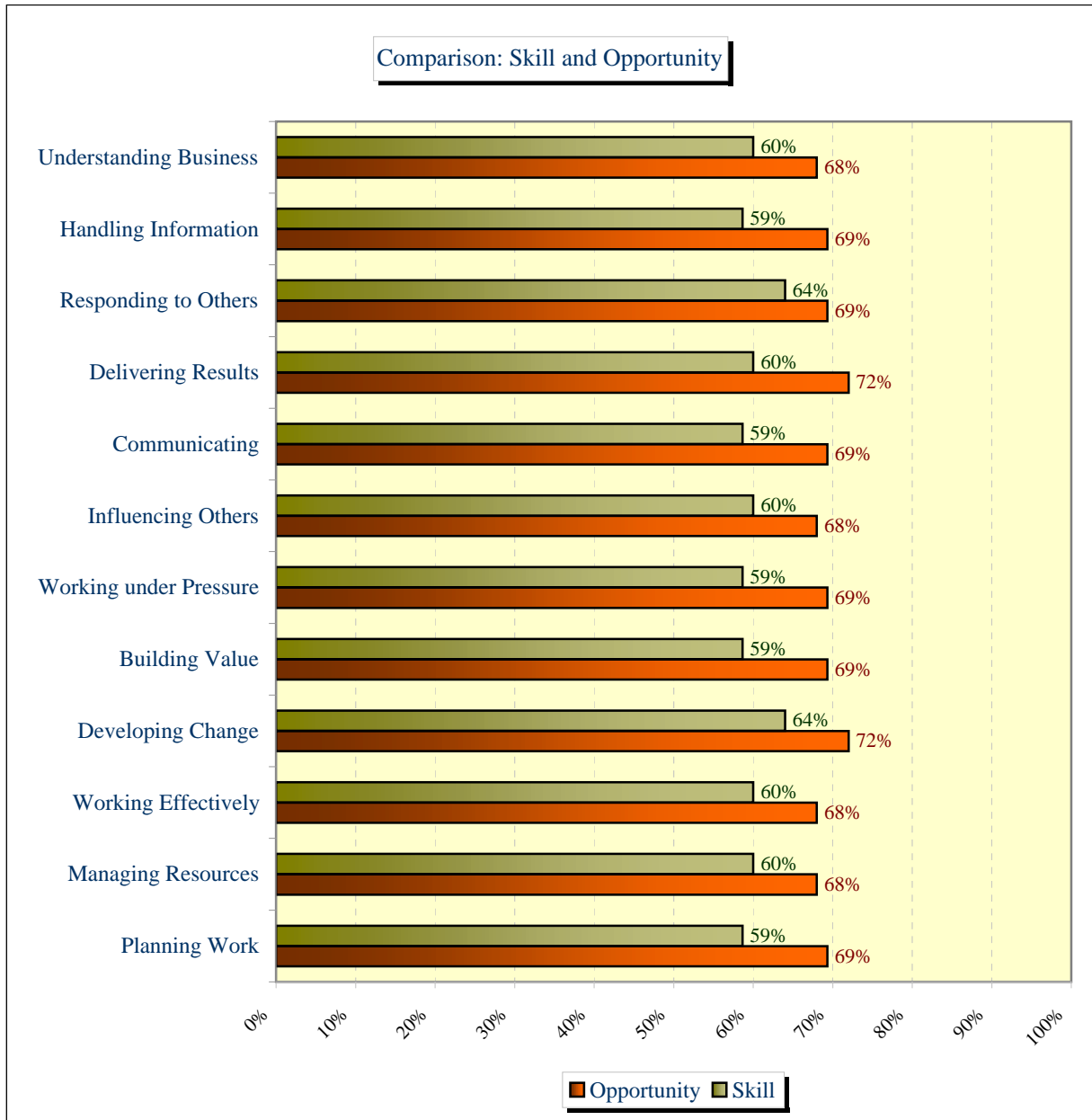
Knowledge is based on learning and study, formal or informal. It is knowing about something: facts, theories, the body of understanding available. As before, your current state of knowledge is compared with your opportunity to gain it.

In this chart, 100% means complete knowledge of everything associated with that area of functioning. Being knowledgeable in every possible way.



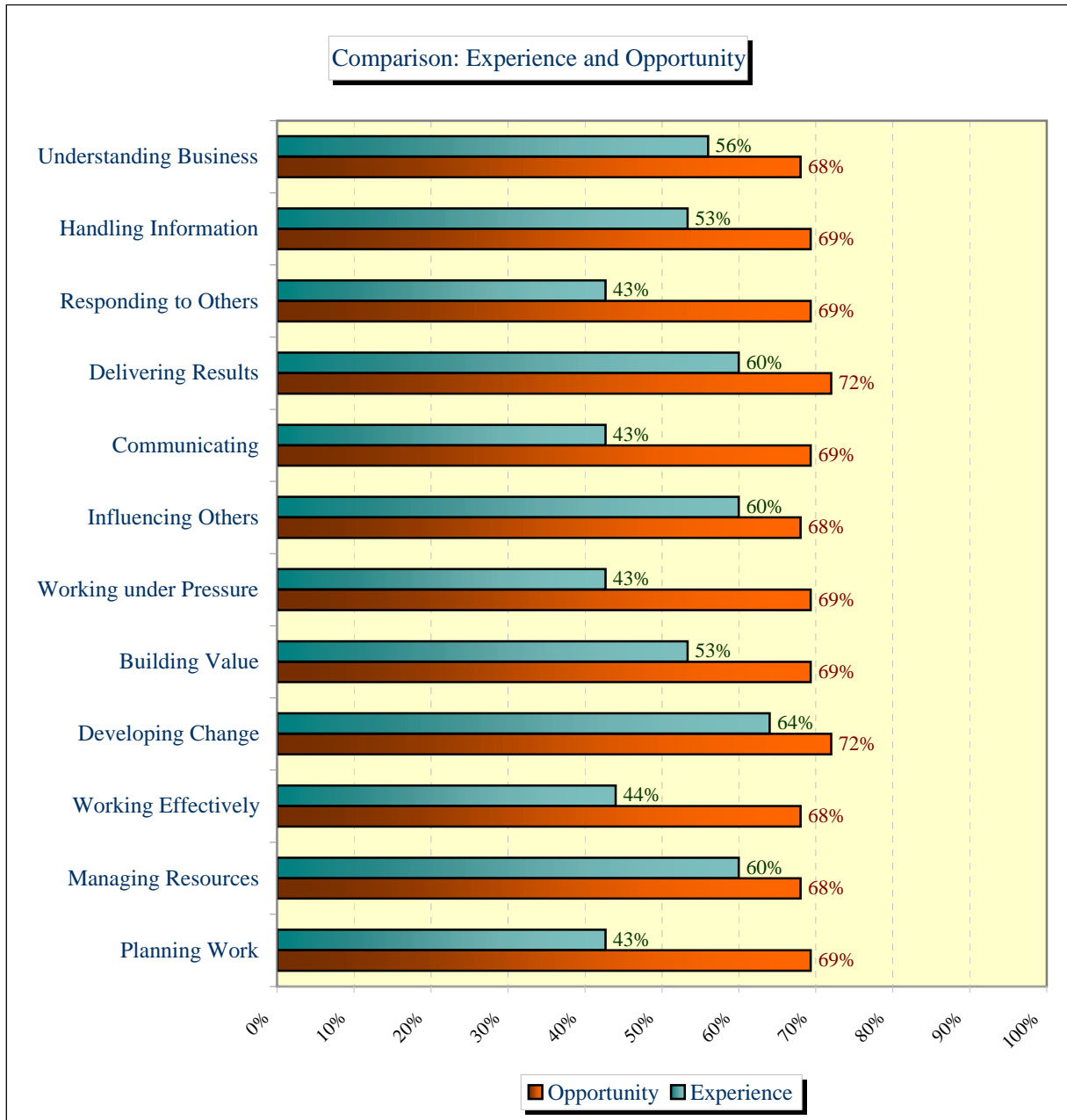
Skill is the practical application of knowledge. It is knowing how to do something competently and effectively. As before, your current state of skill is compared with your opportunity to gain it.

In this chart, 100% means complete skill in all practical aspects associated with that area of functioning. Being skillful in every possible way.



Experience is the final element in competence. It is the level of facility that come with doing something over a lengthy period of time, and facing a wide variety of situations and circumstances. As before, your current state of experience is compared with your opportunity to gain it.

In this chart, 100% means the greatest possible experience and facility in all aspects of that area of functioning. Being experienced in every possible way.





DETAILED SUMMARY OF RESULTS

This section lists in full the information used to compile the earlier summary sheets .

Section 1: Organizational Context

Context	Percent of Career
Working as an individual or sole practitioner	0
Working in a small business	10
Working in a mid-sized business	20
Working in a large business	40
Working in a giant corporation on a national scale	30
Working in a giant corporation on a global scale	0

Section 2: Organizational Culture

A culture that pays most attention to...	Percent of Career
Short-term survival: cash-flow, orders, availability of finance.	0
Operational success: profits, margins, quarterly results.	0
Operational stability: systems, procedures and medium to long term	50
Operational growth: medium-term expansion in existing markets.	50
Strategic growth: strategies and tactics for long-term growth in new	0
Visionary growth: strategies to transform or renew the total organisation .	0

Section 3: Organizational Accountability

Scale of primary accountability...	Percent of Career
Bounded by own, personal area of work.	0
Leadership of a single team or section within the organization.	10
Leadership and co-ordination of several teams or sections.	10
Leadership of a department, with different sections, disciplines and	30
Leadership of a division or business, including line and support functions.	50
Leadership of a group of businesses big enough to impact the industry.	0

Continued on next two pages...



Joe Bloggs
Bloggs Engineering Inc.
October 6, 2000

SUMMARY OF INDIVIDUAL ITEMS

This section lists in full the remaining individual responses used to compile the earlier summary sheets.

Area of Competence/Individual Competences	Ratings of Current Competence		
	<i>Maximum = 10</i>		
	Knowledge	Skill	Experience
Understanding Business			
Organizational matters.	6	7	8
Industry matters.	7	6	7
Commercial matters.	8	7	6
Financial matters.	9	8	5
Handling Information			
Researching and gathering data.	9	6	5
Managing and collating data.	8	7	6
Interpreting data.	7	8	7
Responding to Others			
Listening and adapting to others.	6	7	6
Building relationships at work.	7	8	5
Providing coaching and support to others.	8	7	4
Delivering Results			
Setting and maintaining business focus.	8	7	6
Managing significant commercial or technical risk.	9	8	7
Handling accountability for business results.	8	7	8
Implementing complex projects.	7	6	7
Communicating			
Presenting ideas in person.	7	8	5
Preparing and presenting written papers.	6	7	4
Preparing and presenting numerical data.	7	6	5
Influencing Others			
Handling formal business negotiations.	7	8	7
Persuading or influencing others.	8	7	8
Motivating others.	9	6	7
Building trust.	8	7	6
Working under Pressure			
Working to set timetables.	8	7	4
Handling a demanding workload.	7	6	5
Handling a demanding information load.	6	7	6
Building Value			
Finding new business opportunities.	7	6	7
Using linkages of current products/services to create new value.	8	7	6
Leveraging existing resources.	9	8	5
Developing Change			
Developing new procedures or systems.	7	8	7
Introducing and implementing business innovations.	6	7	8



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October 6, 2000

SUMMARY OF INDIVIDUAL ITEMS (Continued)

This section lists in full the remaining individual responses used to compile the earlier summary sheets.

Area of Competence/Individual Competences	Ratings of Current Competence		
	<i>Maximum = 10</i>		
	Knowledge	Skill	Experience
Working Effectively			
Improving systems or processes.	7	8	5
Establishing or codifying systems or processes.	8	7	4
Controlling costs.	9	6	5
Maintaining existing procedures or systems.	8	7	6
Managing Resources			
Managing project progress and schedules.	9	8	7
Stewardship of money (budgets, financial resources).	8	7	8
Direct supervision of staff.	7	6	7
Management of physical resources (equipment, inventory).	6	7	6
Planning Work			
Planning work schedules for teams.	6	6	4
Planning your own schedule of work.	7	7	5
Setting project objectives.	8	8	6