emergap

# YOUR TRANSFORMATION COMPETENCIES SELF-DIAGNOSIS

## INTRODUCTION: THE TRANSFORMATION COMPETENCIES MODEL

The **self-diagnosis** is **based on our transformation model**, created from the experience of accompanying more than one hundred companies -and thousands of people- from thirty countries in their transformation process for fifteen years.

These are **12 Transformation Competencies** that, in our experience, are **decisive in driving transformation with speed and depth**.

You can find more information about our model at the following link ⇒ **Competencies Model**.
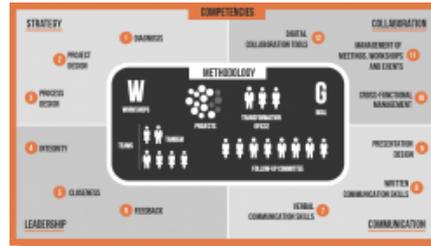


## SUMMARY OF MY SELF-DIAGNOSIS

Below you can find an aggregate view of your level of development, based on your answers to the self-diagnosis questionnaire.

For each of the competencies you get a score from 0 to 10, which allows you to briefly identify the areas where you have the greatest opportunity for improvement.

**LOW**
0 – 5
You do not have the competency or show notable deficiencies in its development.

**AVERAGE**
5 – 7
You are in the process of actively developing this competency, but you are not yet a reference in your organisation based on your level of development.

**GOOD**
7 – 9
You are a unanimous reference in the organisation in that competency. And you are frequently asked to help others develop it.
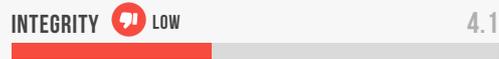
**EXCELLENT**
9 – 10
You show a world-class development of the competency. You have studied and applied it so much that you could author books or lecture on it.

### STRATEGY

| DIAGNOSIS & DECISION | AVERAGE | 5.2 |
| PROJECT DESIGN | GOOD | 7.3 |
| AGILE EXECUTION | LOW | 4.6 |

### LEADERSHIP

| INTEGRITY | LOW | 4.1 |
| CLOSENESS | LOW | 4.6 |
| FEEDBACK | LOW | 4.5 |

### COMMUNICATION

| VERBAL & NON-VERBAL COMMUNICATION | LOW | 3.5 |
| WRITTEN COMMUNICATION | AVERAGE | 5.4 |
| EFFECTIVE PRESENTATIONS | AVERAGE | 5.3 |

### COLLABORATION

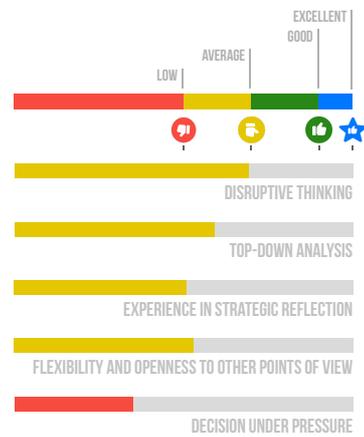| DIGITAL TOOLS | LOW | 4.8 |
| MEETING & WORKSHOP MANAGEMENT | AVERAGE | 6.5 |
| MATRIX INFLUENCE | AVERAGE | 6 |

# 01 DIAGNOSIS & DECISION  5.2

**Self-diagnosis: Average.**

**Your answers reveal that you are aware of the importance of knowing how to "read" complex situations, of identifying critical factors quickly and of making practical decisions that speed up obtaining the desired results. However, your limited development in this skill may be leading you to make less strategic decisions and to direct your organization's resources in the wrong direction or to manage them inefficiently. It is key that you continue training your analytical capacity to improve your diagnoses and decisions.**

Below, we detail what your answers indicate about each of the critical dimensions that make up the "Diagnosis & Decision" competency. Reflecting on each of these dimensions will help you focus your self-development strategy.

## DISRUPTIVE THINKING  AVERAGE

It is the ability to not stick by inertia to the established framework and open new possibilities, evaluating non-traditional ways and proposing innovative alternative solutions.

You show a **medium level of development**, which may be limiting your ability to evaluate disruptive alternatives, to propose transformative scenarios and to generate innovation in your organisation. You may want to study disruptive thinking techniques and dynamics.

## TOP-DOWN ANALYSIS  AVERAGE

It is the ability to tackle complex realities starting from the overall perspective, to achieve a broad vision of the problem, and then deconstructing the elements that compose it.

You show a **medium level of development**, which limits your ability to make strategic decisions focusing on the essential, without getting lost in secondary elements.

## EXPERIENCE IN STRATEGIC REFLECTION  AVERAGE

It is the ability, always the fruit of extensive experience, to generate clarity in strategic discussions, knowing how to integrate diverse perspectives and making the discussion progress smoothly.

You show a **medium level of development**, which indicates that your exposure to strategic reflection processes has been low and that you still have a limited vision of the business and your organisation. Try to participate in discussion forums that allow you to gain experience. Over time, you will be able to assume greater strategic leadership in your organisation.

## FLEXIBILITY AND OPENNESS TO OTHER POINTS OF VIEW  AVERAGE

It is the capacity to be open to other ideas, listening to them with genuine interest, without prejudice, to enrich the perspective on an issue. In contexts of strategic discussion, there is no worse practice than "falling in love" with an idea, leaving no room for alternative approaches.
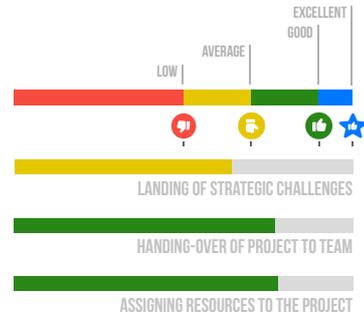
You show a **medium level of development**, which indicates that you have the desire to participate with flexibly in collaborative processes of debate and decision, but your inertia still reveals rigidity to incorporate other ideas into your reflections. Try to cultivate active listening to improve your perspective.

## DECISION UNDER PRESSURE  LOW

It is the ability to make decisions calmly and firmly when you have limited (or excessive) information, there is little time and there are relevant risks associated to the decision.

You show a **low level of development**, which indicates that the pressure in these situations usually overwhelms you, making you make decisions rashly, or even not make them, leaving the future in the hands of fate.

# 02 PROJECT DESIGN 👍 7.3

EXCELLENT
GOOD
AVERAGE
LOW

LANDING OF STRATEGIC CHALLENGES

HANDING-OVER OF PROJECT TO TEAM

ASSIGNING RESOURCES TO THE PROJECT

**Self-diagnosis: Good.**

**Your answers reveal that you know how to land strategic challenges in projects with specific objectives, which achieve tangible and measurable results in a limited period. Therefore, your limited development of this skill could be slowing down the cruising speed of your team or your area, the transformation of your organisation and causing an inefficient use of its resources. To progress towards excellence, continue to hone your ability to land projects by studying new techniques and learning how the best do it.**

Below, we detail what your answers indicate about each of the critical dimensions that make up the "Project Design" competency. Reflecting on each of these dimensions will help you focus your self-development strategy.

## LANDING OF STRATEGIC CHALLENGES 🖐 AVERAGE

It is the ability to turn a vision of the future into a plan that can make it a reality and it is achieved by landing challenges in concrete projects with specific and measurable objectives.

You show a **medium level of development**, which seems to indicate that you try to structure the objectives and key activities of the projects in which you participate, but often it costs you too much time and is not sufficiently well defined. You may want to ask for help from others who know how to quickly move "from strategy to action design."

## HANDING-OVER OF PROJECT TO TEAM 👍 GOOD

It is the ability to make projects go from paper to action, speeding up approval processes, specifying initial requirements and ensuring that the team understands and is committed to the project vision from minute one.

You show a **high level of development**, which indicates that you know how to define the initial requirements of the project in a precise way, making it easier to start with a clear north, and that you push to transmit a challenging and exciting vision of the project to the assigned team in order to commit everyone emotionally.

## ASSIGNING RESOURCES TO THE PROJECT 👍 GOOD

It is the ability to assign the right people to the project and provide them with the material and financial resources necessary to get them off to a strong start.

You show a **high level of development**, which indicates that you usually assign to each person the role in which they have the greatest capacity to contribute to the project, and that you usually find opportunities for optimisation and synergy with other areas in the allocation of resources.

# 03 AGILE EXECUTION

👎 4.6

AGILE METHODOLOGY

FLEXIBILITY AND VERSATILITY

CONFLICT MANAGEMENT

TEAM COMMUNICATION & LEADERSHIP

**Self-diagnosis: Bad.**

**Your answers reveal that you experience difficulties leading project execution by empowering multidisciplinary teams to focus on early achievement, through an iterative learning process and dynamic planning, keeping the team cohesive even in crisis situations. Your limited development in this competency may be slowing down the speed of execution of your organization's strategic projects. You should start by studying about agile methodologies.**

Below, we detail what your answers indicate about each of the critical dimensions that make up the "Agile Execution" competency. Reflecting on each of these dimensions will help you focus your self-development strategy.

## AGILE METHODOLOGY 👍 AVERAGE

It is the ability to work with a solid execution systematic, applying with criteria and flexibility the methodological practices —among them, those of the *Agile* philosophy— that are relevant to the type of projects you lead.

You show a **medium level of development**, which seems to indicate that you are trying to apply various project management methodologies, but that you lack rigor, consistency, and discipline. You may want to ask project management experts to provide advanced learning resources.

## FLEXIBILITY AND VERSATILITY 👎 LOW

It is the ability to recognise situations where what is planned is not working and change the direction of a project, but with "tact" to keep the team excited and united.

You show a **low level of development**, which seems to indicate that you have difficulty recognising when a project is not progressing at the right pace and you may be lacking determination to stop incorrect dynamics, but keeping the team cohesive, and without putting at risk the pace of execution.

## CONFLICT MANAGEMENT 👍 AVERAGE

It is the ability to prevent or contain the escalation of a conflict, reducing its destructive nature, to setup a framework from which to reach an agreement or even to resolve the conflict itself. It is in these "moments of truth", in which the confrontation must be resolved by keeping the team together, where true leadership is calibrated.

You show a **medium level of development**, which seems to indicate that, in conflict situations, you find it difficult to remain calm, act with composture and firmly, and properly manage the emotions of each person on the team.

## COMMUNICATION AND TEAM LEADERSHIP 👎 LOW

It is the ability to know what to communicate, how and when to keep a team informed, cohesive and committed.

You show a **low level of development**, which seems to indicate that you are not spending enough time keeping the team informed and giving feedback to each person about their performance, helping them define the best way to contribute to the project.

# 04 INTEGRITY 👎 4.1

CLEAR AND CONSISTENT VALUES

PERSONAL STANDARDS

UNDERSTANDING OTHERS

INSPIRING LIFE
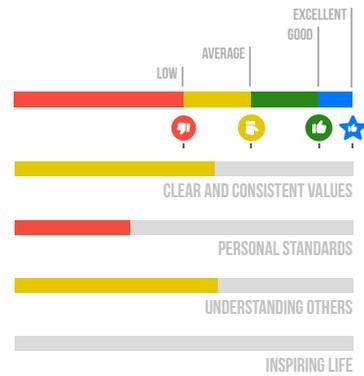
**Self-diagnosis: Bad.**

**Your answers seem to indicate that you have not sufficiently reflected on the values that underlie your life; that you lack consistency to incorporate them into your daily behaviour; that you can improve in your personal demand, acknowledging your mistakes with humility and with the firm desire to strive for improvement; and that you could be more understanding with others and contribute in a more practical way to improve the habits of the people around you, inspiring them with your own life. In the dynamic and demanding professional contexts that we live in today, sometimes we can feel overwhelmed and not dedicate enough energy to keep our values above the pressures of the environment. Reflect on how you can rebalance your daily routine with an attitude more committed to your values and develop more personal demand.**

Below, we detail what your answers indicate about each of the critical dimensions that make up the "Integrity" competency. Reflecting on each of these dimensions will help you focus your self-development strategy.

## CLEAR AND CONSISTENT VALUES 🔶 AVERAGE

It is the ability to act consistently every day, on the big things but also and on the small ones, in accordance with values that you have sufficiently reflected on, coming to internalise them and make them the foundation that sustains your life.

You show a **medium level of development**, which indicates that you have reflected on the values that underlie your life but that you do not live them with the same consistency in both professional and personal contexts; that sometimes you let yourself be carried away by behaviours that satisfy you immediately but that are not aligned with your values; that in conflict situations you sometimes act individually, putting your personal needs before the common good; and that you can get carried away by circumstantial excuses or by the volatility of your moods. You need to reflect more on your values and try to incorporate them into your daily behaviour.

## PERSONAL STANDARDS 👎 LOW

It is the ability to consistently translate your own values on a day-to-day basis through constant and hard-working behaviour. Living like this, little by little, we are building the character that is required to assume leadership responsibilities, whether at the head of a team, an organisation or something even more important, your family itself.

You show a **low level of development**, which seems to indicate that your life is disconnected from your values and that you usually act by letting yourself be carried away by instantaneous and circumstantial desires or by the volatility of your moods. You have two critical tasks ahead of you: reflecting on your life purpose and strengthening your will through small daily behaviours to effectively guide your life to your purpose.

## UNDERSTANDING OTHERS 🔶 AVERAGE

It is the ability to empathise with others, understanding that they can act with a different vision of reality and assuming that they could live in circumstances that we do not know, but at the same time helping them to improve and encouraging them to give more with the inspiration of your example and your life, without ever losing faith in the fascinating capacity for transformation that any human being has.
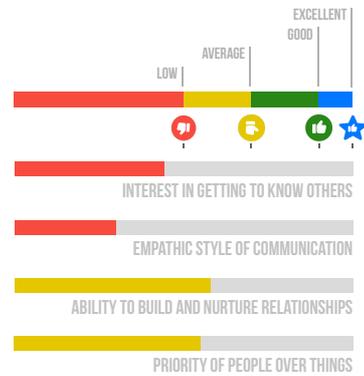
You show a **medium level of development**, which indicates that you find it difficult to accept ways of being or perspectives different from yours. Try to continue developing a sympathetic view of others, acknowledging your mistakes, asking for forgiveness when you have hurt someone, not holding a grudge against others and opening yourself up to better know those around you to empathise with their circumstances and the efforts they make in their life.

## INSPIRING LIFE 👎 LOW

It is the ability to move others to change their habits, to build their character and to live a life of human excellence, not from the cold demand of an impeccable life, but from the transforming force of an effortful life, but at the same time aware of their own fragility.

You show a **low level of development**, which seems to indicate that you are not perceived as an inspiring reference by those around you, they do not ask you for advice and you do not contribute in a practical way to improve other people's habits. Reflect on what aspects of your life must change to regain the trust in you of the people in your personal and professional environment.

# 05 CLOSENESS 👎 4.6

INTEREST IN GETTING TO KNOW OTHERS

EMPATHIC STYLE OF COMMUNICATION

ABILITY TO BUILD AND NURTURE RELATIONSHIPS

PRIORITY OF PEOPLE OVER THINGS

**Self-diagnosis: Bad.**

**Your answers reveal that you have difficulty developing a genuine interest in others that allows you to know them, appreciate them, earn their trust, and contribute to displaying their talent. Possibly, it is also difficult for you to open yourself, showing yourself how you are and expressing what you feel, without fear of exposing your own fragility, and that raises an invisible barrier to connect with you that generates distrust in others and disinterest in collaborating with you on projects and initiatives.**

Below, we detail what your answers indicate about each of the critical dimensions that make up the "Closeness" competency. Reflecting on each of these dimensions will help you focus your self-development strategy.

## INTEREST IN GETTING TO KNOW OTHERS 👎 LOW

It is the ability to open up oneself and to approach other people with the desire to know them in depth and to appreciate their personality and diversity, developing with them a stronger bond than a mere interaction of a technical and strictly professional nature.

You show a **low level of development**, which indicates that, in your day to day, you find it difficult to empathise with the personal issues of those around you and limit yourself to what is strictly technical and professional, without striving to generate a personal bond with everyone -not just the ones you naturally get on well with- that helps strengthen ties and build confidence in your team.

## EMPATHETIC STYLE OF COMMUNICATION 👎 LOW

It is the ability to communicate with those around you, showing real interest in listening to them and understanding their perspective, respecting them, even if they have very different points of view, and generating a warm climate that encourages sincere conversation.

You show a **low level of development**, which indicates that you have difficulties in having conversations in which your interlocutor feels listened to with genuine interest. Your communication style may be perceived as cold and distant, or as excessively intense and self-centred, creating a barrier that prevents deep and sincere conversations. You need to work on active listening.

## ABILITY TO BUILD AND MAINTAIN RELATIONSHIPS 👊 AVERAGE

It is the ability to develop and care for the relationship not only with the people with whom we interact on a day-to-day basis, but also with those whom you met in the past or with whom you meet more occasionally, generating a network of relationships of trust that allows you to collaborate with people from different organizations, geographies and cultures.

You show a **medium level of development**, which seems to indicate that you have an inclination to make new friends, but that you find it difficult to actively maintain friendship with the people you met in other teams or in other companies; that you often opt for digital interaction instead of face-to-face communication, and that you end up connecting practically only with the people in your closest circle. Open yourself to meet and connect with more people for your personal benefit and to take your ability to collaborate and contribute to another level in your organisation and in your personal context.

## PRIORITY OF PEOPLE OVER THINGS 👊 AVERAGE

It is the ability to give the people we work with high priority on our agenda, attending to their needs and listening to them carefully, without letting ourselves be in a hurry to resolve merely operational issues.

You show a **medium level of development**, which indicates that it seems important to orient your leadership towards people, but often you act more as a manager of things, since you give low priority to building relationships with your colleagues and collaborators, you do not spend enough time daily and weekly talking with them in a relaxed way and you don't have development conversations with each person on your team often enough. You need to ground your priorities as a leader in a more concrete and effective way daily.

# 06 FEEDBACK 👎 4.5

EXCELLENT
GOOD
AVERAGE
LOW

POSITIVE & CONSTRUCTIVE ATTITUDE

SELF-CONTROL & BALANCE

HANDLING DIFFICULT CONVERSATIONS

SELF-AWARENESS & SENSE OF OPPORTUNITY

**Self-diagnosis: Bad.**

**Your answers reveal that you have difficulties detecting and expressing opportunities for improvement of the people with whom you collaborate in the organisation, especially if they have a higher hierarchical position or work in another area. You also find it difficult to show others your appreciation for good action or performance. Consequently, you give little *feedback*. To cultivate this competency, you need to start by developing the ability to "read" people's personality, behaviour, and feelings, and cultivate the ability to design and engage in inspiring conversations that help others improve. For an inspiring leader, there is not another more transformative tool than face-to-face conversation.**

Below, we detail what your answers indicate about each of the critical dimensions that make up the "Feedback" competency. Reflecting on each of these dimensions will help you focus your self-development strategy.

## POSITIVE, CONSTRUCTIVE ATTITUDE & OF ACCEPTANCE 👎 LOW

It is the ability to approach *feedback* with a constructive attitude -being able to ponder with serene objectivity both the virtues and the defects of others- and from a firm belief in the extraordinary capacity for transformation that each person has.

You show a **low level of development**, which seems to indicate that you focus too much on the defects of others, that your way of giving *feedback* can be discouraging and that you do not seem to have too much hope in the other person's ability to change. Consequently, on many occasions you choose to criticise others behind their back, instead of giving them *feedback*. Sometimes an overly critical look at others is a mechanism to mask one's own fragility.

## SELF-CONTROL, PRUDENCE AND BALANCE 🤚 AVERAGE

It is the ability to deliver fair feedback -cautiously evaluating the information you have and being open to incorporating complementary data that can change your perspective- without being distracted by opinions or moods and choosing the right moment to give it.

You show a **medium level of development**, which seems to indicate that, although you try to be objective when giving feedback, you often let yourself be carried away by your emotions, without the equanimity to carefully analyse the information you have. Consequently, it is possible that, sometimes, you achieve the opposite effect to what you were expecting from your *feedback*.

## HANDLING DIFFICULT CONVERSATIONS 🤚 AVERAGE

It is the ability to deal with those particularly uncomfortable feedbacks, without delaying or letting them pass, preparing them thoroughly and exposing your interlocutor with assertiveness -and at the same time with delicacy- the impact that his behaviour can have on himself and others.

You show a **medium level of development**, which seems to indicate that you are aware of the importance of difficult conversations, however, you often delay or avoid them, and you approach them with insufficient assertiveness, so that they lose their transformative capacity. The best way to build muscle from difficult conversations is to exercise it.
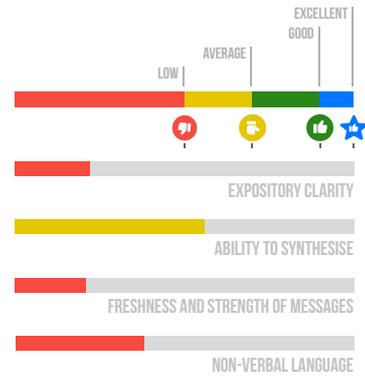
## SELF-AWARENESS AND SENSE OF OPPORTUNITY 👎 LOW

It is the ability to deliver *feedback* in a correct way and with the sense of the opportunity to choose the right moment, achieving that it is perceived as a sincere attempt to help the other person to improve and not as a personal attack.

You show a **low level of development**, which seems to indicate that you tend to get carried away by your emotions when giving *feedback*, that you rush when choosing the moment to give it and that you yourself do not accept it with gratitude. If you improve in these three dimensions, you will take a critical step forward in this competency.

# 07 VERBAL & NON-VERBAL COMMUNICATION 3.5

EXCELLENT
GOOD
AVERAGE
LOW

EXPOSITORY CLARITY

ABILITY TO SYNTHESISE

FRESHNESS AND STRENGTH OF MESSAGES

NON-VERBAL LANGUAGE

**Self-diagnosis: Bad.**

**You have a tough time explaining what you want to convey in a simple, clear, and succinct way. You have a tendency to extend yourself beyond what is necessary when exposing your ideas, and you do it with a tone and style that do not help you capture the attention of your interlocutor or that the message arrives with force. Work to develop techniques that improve your ability to synthesise and expose in a structured way and pay attention to non-verbal language when speaking.**

Below, we detail what your answers indicate about each of the critical dimensions that make up the "Verbal and Non-verbal Communication" competency. Reflecting on each of these dimensions will help you focus your self-development strategy.

## EXPOSITORY CLARITY  LOW

It is the ability to organise and present your ideas in a simple and structured way, and to communicate them fluently, so that your interlocutor captures your message clearly.

You show a **low level of development**, which indicates that it is difficult for you to present your ideas in a simple and structured way, so they generate clarity in your interlocutor. It seems that your interventions do not always add value and may even help to tangle up the conversation.

## ABILITY TO SYNTHESISE  AVERAGE

It consists of the ability to explain in a simple manner a complex reality, discerning the essential versus the secondary, and to present your ideas with precision, for which you must develop language wealth that allows you to always choose the right words.

You show a **medium level of development**, which seems to indicate that you are aware of the importance of knowing how to synthesise complex ideas before expressing them and that, when it comes to not excessively complex concepts, you are capable of achieving it. However, as complexity grows, you find it difficult to find the right words and express yourself briefly and clearly.

## FRESHNESS AND STRENGTH OF MESSAGES  LOW

The ability to transmit ideas is multiplied when we are able to communicate persuasively and passionately -at the same time with a fresh and natural style-, taking advantage of a wide variety of communication resources, ranging from dramatic to comic, passing through the ability to tell stories.
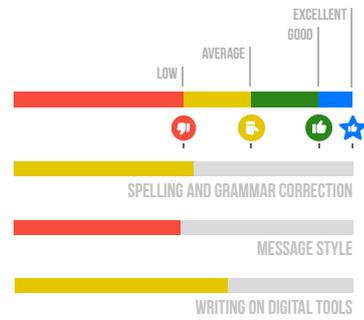
You show a **low level of development**, which indicates that your style when communicating is usually monotonous and flat, and that you do not have enough resources to connect emotionally with your interlocutor when you need to transmit a message to move their emotions. It would be in your best interest to develop techniques that help you give "life" to the way you transmit your messages.

## NON-VERBAL LANGUAGE  LOW

Non-verbal language is that by which, through our body and our gestures, we transmit messages, consciously or unconsciously, that complement and enhance -or, on the contrary, contradict- what we are verbally communicating.

You show a **low level of development**, which seems to indicate that, when communicating, your level of self-perception of your body is limited, and that you are unable to tune in properly with your verbal language, transmitting the desired message to your interlocutors. You need to gain sensitivity about what your gestures transmit and learn some basic techniques to use your body as a vehicle of communication.

# 08 WRITTEN COMMUNICATION  5.4

EXCELLENT
GOOD
AVERAGE
LOW

SPELLING AND GRAMMAR CORRECTION

MESSAGE STYLE

WRITING ON DIGITAL TOOLS

**Self-diagnosis: Average.**

**You are aware about the importance of correctly writing your messages, so your recipients receive and understand them correctly. However, you need to strive to write your texts more clearly and succinctly, to ensure that they are written with the correct grammatical structure and without misspellings, and to improve the quality of your texts on digital platforms.**

Below, we detail what your answers indicate about each of the critical dimensions that make up the "Written Communication" competency. Reflecting on each of these dimensions will help you focus your self-development strategy.

## SPELLING AND GRAMMAR CORRECTION  AVERAGE

It is the ability to write your messages clearly, succinctly, and precisely, building them with the appropriate grammatical structure and with an exquisite attention to spelling rules.

You show a **medium level of development**, which indicates that you give some importance to your messages using correct grammar and spelling, but you still spend little time reviewing them to avoid misspellings, complicated turns and overly colloquial expressions in a professional context.

## MESSAGE STYLE  LOW

It is the ability to endow your written communication with versatility, using a precise vocabulary and adapting tone and style to different communication needs, to always achieve the desired impact.

You show a **low level of development**, which seems to indicate that your vocabulary is still limited, that you lack versatility to adapt your messages according to their recipients, and that your style can often be too informal in professional contexts.

## PROPER WRITING ON DIGITAL TOOLS  AVERAGE

It is the ability to take advantage of the ease and communication potential of the new collaborative digital tools and platforms —and the text editing resources they offer— to communicate with agility, richness and freshness, while maintaining spelling, grammar and stylistics correction, expected in a professional context.

You show a **medium level of development**, which indicates that your knowledge of the use of digital tools is still basic, that you lack the criteria to choose the right platform according to different communication needs and versatility to use advanced editing tools, and that you can improve formal correction in your texts. You should reconsider your digital communication habits and ask for guidance from people with experience in professional use of these tools.

# 09 EFFECTIVE PRESENTATIONS ⬤ 5.3

CONTENT PREPARATION

ABILITY FOR PUBLIC SPEAKING

HANDLING "LIVE" PRESENTATIONS

SPEECH AND STORYTELLING

**Self-diagnosis: Average.**

**Your diagnosis reveals that you feel reasonably comfortable in this communication format and also you are sensitive to the importance of presenting in a clear, brief and attractive way, using various audio-visual presentation tools and building a narrative adapted to the context and type of audience. But your moderate development in this competency may limit your ability as a leader to convey your vision and ideas in an inspiring way and to align and enthuse others. You need to continue improving the preparation of your presentations, your staging, your ability to communicate with authenticity and passion, and your ability to tell stories.**

Below, we detail what your answers indicate about each of the critical dimensions that make up the "Effective Presentations" competency. Reflecting on each of these dimensions will help you focus your self-development strategy.

## CONTENT PREPARATION 👎 LOW

It is the ability to structure an appropriate narrative to convey the content —considering the type of audience, the time available, and the purpose of the presentation— and using visual resources with criteria and a thoughtful style.

You show a **low level of development**, which reveals a lack of experience in preparing the narrative structure of the content, limited knowledge of presentation tools, poor standards in the use of visual resources and a taste for poorly cultivated design. You should study about effective presentation design and ask someone with more experience to guide you in preparing your next presentations and then give you *feedback*.

## PUBLIC SPEAKING 👎 LOW

Es la capacidad de hablar frente a una audiencia —ya sea en una sala de reuniones, en un gran auditorio o para hacer un brindis en un evento familiar— con estilo propio y con una presencia escénica que refuerce tu mensaje y que transmita confianza.

You show a **low level of development**, which indicates that it is difficult for you to speak in public, that it is a communication format in which you do not feel comfortable and that your audience ends up perceiving that fragility, which can significantly affect the impact of your messages. It will help you to reflect on why you are uncomfortable speaking in public, going to the root of this limitation, studying basic notions about public speaking and setting yourself the goal of taking advantage of any opportunity, however small or daily, to practice your learning and improve your self-confidence to public speaking.

## HANDLING "LIVE" PRESENTATIONS ⬤ AVERAGE

It is the ability to manage in real time how a presentation goes, "reading" how the audience reacts, immediately adapting the dynamics if necessary, managing disruptive situations with ease and serenity and keeping the audience's attention at all times.
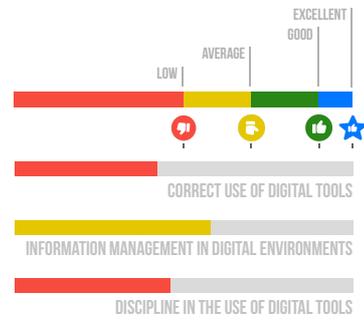
You show a **medium level of development**, which seems to indicate that, although you have certain resources to handle the dynamics with complex audiences, unexpected situations can put you at the limit of your abilities, increasing the risk of losing control. It would be in your best interest to work on breathing management to stay calm, always focused and alert.

## SPEECH AND STORYTELLING ⬤ AVERAGE

It is the ability to communicate passionately, telling stories that emotionally connect with the audience, capturing their attention and making messages memorable.

You show a **medium level of development**, which seems to indicate that you are capable of transmitting your messages with certain passion, incorporating more emotional elements, but that you still have a long way to go to emotionally captivate your audience with stories that make the content you present memorable. You should do a storytelling course, practice it daily, and ask for feedback to ensure that you incorporate the knowledge you have learned as a habit.

# 10 DIGITAL TOOLS 👎 4.8

EXCELLENT
GOOD
AVERAGE
LOW

CORRECT USE OF DIGITAL TOOLS

INFORMATION MANAGEMENT IN DIGITAL ENVIRONMENTS

DISCIPLINE IN THE USE OF DIGITAL TOOLS

**Self-diagnosis: Bad.**

**Your self-diagnosis reveals that you use digital tools inefficiently, since you excessively use *e-mail* and instant messaging (WhatsApp or others), and that you do not take advantage of the potential of new communication and collaboration tools to work as a team. Consequently, you may be on the brink of "digital collapse" and feel overwhelmed by the amount of information you receive. You should start by "cleaning" your set of tools and organising your information, and then define clear criteria with your team about which collaborative platforms to use for different communication needs.**

Below, we detail what your answers indicate about each of the critical dimensions that make up the "Digital Tools" competency. Reflecting on each of these dimensions will help you focus your self-development strategy.

## CORRECT USE OF DIGITAL TOOLS 👎 LOW

It is the ability to use the right digital tools for different communication needs and to define clear criteria with your team on what platforms to use —and how to use them— to manage collaborative work.

You show a **low level of development**, which indicates that you have limited knowledge of the variety of tools that can allow you to collaborate with your team in a more efficient way. You continue to rely on the traditional use of e-mail, with limited exposure to new online collaboration tools. Investigate the potential of these tools and start experimenting with their use progressively in your daily routine, to communicate, to manage projects, and to collaboratively share and create documents.

## INFORMATION MANAGEMENT IN DIGITAL ENVIRONMENTS 📋 AVERAGE

It is the ability to efficiently manage the growing amount of information that we have to process, creating rules that automate routine tasks to improve productivity (rules in *e-mail*, personalization of notifications, classification of notes, task tracking pending, etc.), working collaboratively with your team on documents shared in the "cloud" and organizing the information in a systematic way.

You show a **medium level of development**, which indicates that sometimes the information manages you, not you are managing it, and this can consume excessive time and make you very inefficient. Continue to improve your information usage guidelines, when and how you check e-mail, information creation and storage, and your collaboration guidelines with third parties on the same information. You will see that, by making changes in its management, you will improve your efficiency dramatically, and you will gain progressively more control in managing information.
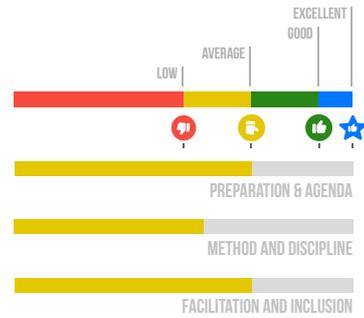
## DISCIPLINE IN THE USE OF DIGITAL TOOLS 👎 LOW

It is the ability to use your devices and digital tools with discretion and control, without impulsively responding to alerts and notifications that appear on your screens, without *multitasking* in meetings, video conferences or phone calls, and preventing the communication with your team to change without criteria from platform to platform (e-mail, WhatsApp, etc.), generating disorder and contributing to losing traceability of the information.

You show a **low level of development**, which indicates that you have a significant lack of awareness and control over how you use digital tools in your routine. You use them in an impulsive way, with a limited perception of how it affects your productivity day by day, and in your relationships with those around you. Reflect on how you can rebalance their use, to become more aware, more controlled, and being more present in your personal interactions with those standing next to you.

# 11 MEETING & WORKSHOP MANAGEMENT  6.5

EXCELLENT
GOOD
AVERAGE
LOW

PREPARATION & AGENDA
METHOD AND DISCIPLINE
FACILITATION AND INCLUSION

**Self-diagnosis: Average.**

**Your Self-diagnosis reveals that you are aware of the importance of managing these spaces in an agile and disciplined way, ensuring that they provide real value, managing time efficiently and creating collaborative dynamics that integrate the perspective of all participants. However, you lack the method to achieve it in a consistent way. You should study and train yourself to assume the role of facilitator and learn to use appropriate methodologies for diverse types of meetings.**

Below, we detail what your answers indicate about each of the critical dimensions that make up the "Meeting and Workshop Management" competency. Reflecting on each of these dimensions will help you focus your self-development strategy.

## PREPARATION AND AGENDA  AVERAGE

It is the ability to previously design the approach, the format (face-to-face or digital) and the methodology of the meeting, select the participants, define a realistic agenda and send the relevant information in advance, avoiding the use of these discussion spaces to share information that could have been consumed individually in advance.

You show a **medium level of development**, which seems to indicate that, although you have sensitivity to the importance of using your time and that of the rest of the participants in an efficient way, you still lack consistency to prepare these spaces with a well-defined approach, with the right participants, with a realistic agenda and sharing the necessary information previously.

## METHOD AND DISCIPLINE  AVERAGE

It is the ability to start and end meetings on time (with the help of a *time-keeper*), energising them when necessary with the help of digital tools, facilitating them with the appropriate methodology, avoiding distractions by *multitasking*, taking note of key points, and establishing agreements at the end, defining managers and specifying next steps.

You show a **medium level of development**, which seems to indicate that you are aware of the importance of discipline to manage time and define an adequate methodology, but you have not yet consistently achieved that your meetings meet the set objectives, reaching clear conclusions, defining the next steps and assigning their managers.

## FACILITATION AND INCLUSION  AVERAGE

It is the ability to facilitate and moderate discussions with agile dynamics that ensures that all participants contribute their perspective and commit to the decisions made, diplomatically handling people who are excessively talkative and the grenade launchers that block the discussion, and having the flexibility to modify the dynamics of the meeting or workshop when it is not working and a change could help to better fulfil its objective.

You show a **medium level of development**, which seems to indicate that you are aware of the importance of facilitating meetings by symmetrically involving participants in the discussion, but that you have difficulty managing certain profiles that can "hijack" the conversation with disruptive interventions and that you lack flexibility to redirect the dynamics when necessary.

# 12 MATRIX INFLUENCE

6

BUILDING TRUST AND CREDIBILITY

ABILITY TO "READ" OTHERS

TEAM CREATION AND DEVELOPMENT

NEGOTIATION AND CONSENSUS GENERATION

**Self-diagnosis: Average.**

**Your responses indicate that you have the sensitivity to understand the importance of convincing and building up hopes compared to forcing and pressuring, and to align people from different areas when there is no clear hierarchy. However, you have not yet developed all the necessary skills to effectively lead matrix teams, and you need to improve your ability to negotiate and reach consensus. You should also reflect on how to give more space to your team so that it grows and becomes more autonomous.**

Below, we detail what your answers indicate about each of the critical dimensions that make up the "Matrix Influence" competency. Reflecting on each of these dimensions will help you focus your self-development strategy.

## BUILDING TRUST AND CREDIBILITY    AVERAGE

It is about the ability to get others to trust your leadership and to be willing to follow you and work on the projects and initiatives you lead.

You show a **medium level of development**, which indicates that you probably have the sensitivity and perceive the importance of collaborating through influence, but you still have not managed to transmit that spirit to others with all the necessary force.

## ABILITY TO "READ" OTHERS    AVERAGE

It consists of the ability to empathize with those around you, to be open and fair when judging their actions and to understand what moves and motivates them.

You show a **medium level of development**, which seems to indicate that you are sensitive to the importance of interpreting the explicit and implicit messages that others send you, but that you still have to improve in acting with flexibility and equanimity when the people you interact with have ways to be different from yours.

## TEAM CREATION AND DEVELOPMENT    AVERAGE

It is the ability to build a cohesive, talented, and proactive team around you, ensuring that you create growth opportunities for each person based on their potential.

You show a **medium level of development**, which seems to indicate that you have sensitivity to create teams and develop their potential, but you still need to give each one more autonomy and make them feel more committed to a common project.

## NEGOTIATION AND CONSENSUS GENERATION    AVERAGE

It is the ability to reach agreements between different parties in situations of conflict of priorities or interests, understanding everyone's points of view and building consensus solutions in a collaborative way.

You show a **medium level of development**, which indicates that you are developing the capacity to understand other points of view and to evaluate consensus formulas, but that you still find it difficult to achieve agreements, so that all parties are reasonably satisfied with the solution.

# 10 SELF-DEVELOPMENT PRINCIPLES

Below we share with you **10 principles of self-development** based on our experience of accompanying companies and people in their transformation process, for more than fifteen years, in thirty countries in Europe and America.

### 1. EACH PERSON IS THE LEADING CHARACTER OF THEIR DEVELOPMENT. IT IS NOT A DELEGABLE RESPONSIBILITY.

Until two decades ago, access to training was blocked by a huge wall that was overcome in companies by providing training areas with a budget. In recent years, the wall has been knocked down: the quantity and quality of available training resources -and most of them free or at low cost- have multiplied exponentially. However, two inertias remain. The first is that, although those areas now tend to be called Learning & Development, they continue to deliver traditional training with a focus primarily on content. And the second is that many professionals continue to delegate their own development to the Human Resources team of the company in which they work. The most practical way to break with both inertias is to install a new capacity in the organization: self-development. Starting with top management.

### 2. THE ROLE OF THE MENTOR IS TO ACCOMPANY TO IDENTIFY DEVELOPMENT CHALLENGES, TO LAND THEM AND TO GIVE THEM A DISCIPLINED FOLLOW-UP.

If you have the help of a mentor —be it your boss or someone outside the organisation—, their role is to accompany you for a reasonable period of time to help you identify your development challenges, select competencies (habitual, observable and measurable behaviours) with which to approach them, to land skills in specific projects and to execute them with discipline. However, mere hierarchical superiority does not qualify to become a mentor. To be legitimate, one must have earned it through years of disciplined work, putting your head, heart, and hands on development itself.

### 3. THE THREE RESPONSIBILITIES OF A LEADER ARE STRATEGY, PEOPLE DEVELOPMENT AND DAY-TO-DAY OPERATION.

The difference between a mere manager and a leader is that the former focuses all his/her energies on day-to-day operations, while the latter integrates the other two responsibilities into his/her agenda: strategy and the development of people. And this difference generates a surprising asymmetry between moving forward controlled by a manager who pushes your development driven exclusively by technical and transactional reasons -such as solving operational tasks or filling positions in an organization chart- or, conversely, moving forward in your development accompanied by a leader with mentoring skills and a genuine interest in your personal and professional growth.

### 4. THERE ARE TWO UNMISTAKABLE INDICATORS THAT YOU ARE IN FRONT OF A LEADER: MENTORING AND GIVING FEEDBACK.

A good indicator of leadership is the ability to implement a dynamic of mentoring and self-development with the team itself. And another, the quantity and quality of the feedback given to the boss, peers, the direct team and any other person in the organisation, independently of the hierarchy and outside the organisational processes of performance evaluation, designed mainly to justify the bonus received at the end of the year. When you see that, in a certain person, both indicators are low, you are most likely in front of a manager, with technical training and an orientation to get things done, not to develop people.

### 5. PERSONAL TRANSFORMATION IS A PROCESS OF HABIT DEVELOPMENT AND CHARACTER BUILDING..

Personal transformation is not achieved by accumulating courses, programs, and certifications, like someone who collects stamps on a passport. That is simply academic tourism. Nor is it achieved by listening to motivational talks. Rather, people are transformed through *learning by doing*, the daily exercise of their will, developing good habits and building character required to assume leadership responsibilities. Whether it is an organization of a hundred thousand people or something much more important, the family itself.

### 6. THE QUALITY OF THE INTELLECTUAL DIET DETERMINES THE LEVEL OF LEADERSHIP.

When you take leadership positions in an organisation, you do not dedicate yourself to manufacturing: your performance as a leader does not depend on the strength of your arms or the ability to carry weight on your back. But to the "mindfacturing". So your level of leadership depends directly on your intellectual vitality, your conceptual richness, your ability to process complex information and diagnose, your critical thinking to avoid being carried away by populist and superficial slogans, your verbal and written communication skills, of your ability to quickly capture the talent and personality of people. The habits of reading and studying will be fabulous tools for personal growth.

### 7. SELF-DEVELOPMENT REQUIRES A SIMPLE METHODOLOGY.

Experience stubbornly shows that without method the learning rhythm is terribly slow and inconsistent. But the methodology must be simple, an uncommon quality in large organizations, which tend to over-engineering. And this systemic trend towards complexity -together with the genuine concern of the Human Talent areas for the lack of involvement of many of their managers in the development of people- ends up generating hyper-complex and hyper-expensive talent management models, because they try to palliatively assume a responsibility that these managers have subcontracted to them.

### 8. SELF-DEVELOPMENT IS ACCELERATED WHEN MANAGED COLLABORATIVELY.

The idea of building a collaborative dynamic of self-development usually generates an initial prevention, based on the paradigm that people do not feel comfortable talking about their development challenges in front of other colleagues. But experience shows us time and time again that, once that initial phase of scepticism has been overcome, another of dazzling comes, when one can see the value of opening instances of collective conversation —through workshops and digital platforms— to share challenges, experiences and learning resources.

### 9. EVALUATING DEVELOPMENT PROGRAMS, IT IS MORE RELEVANT TO MEASURE THE IMPACT ON PARTICIPANTS THAN THEIR SATISFACTION WITH THE FACILITATOR.

The current disproportionate emphasis -both in leadership programs that manage the Human Talent areas and in those offered by business schools- in measuring the satisfaction of the participants with evaluation questionnaires runs the risk of becoming a perverse incentive: that facilitators and teachers articulate their dynamics with more emphasis on "entertaining their audience" than on helping to transform each person. However, it is much more relevant to evaluate the performance of each participant, from the perspective of the facilitator or the teacher, and from the perspective of their colleagues.

### 10. TRANSFORMATION HURTS.

Just like it hurts to go on a diet or do a demanding training program. So, the role of a mentor is not to win popularity contests or to ensure that your mentee is comfortable. The opposite: it consists of challenging him -in the most inspiring way possible- generating a mixture of discomfort and hope that inspires him to discipline his own talent.

## LEARNING RESOURCES

In addition, we offer you a selection of learning resources (books, articles, videos, etc.) that have helped other professionals to build their self-development plan.

### 01. DIAGNOSIS & DECISION

#### ARTICLES

- Can You Say What Your Strategy Is? – Harvard Business Review.
- Are You Ready to Decide? McKinsey Quarterly.
- How to Make your Company Smarter: Decision Making. MITSloan Management Review.

#### BOOKS

- Thinking, Fast and Slow. Daniel Kahneman.
- The Skilled Facilitator. Roger Schwarz & Anne Davidson.
- Creating Business Plans. HBR Press.

### 02. PROJECT DESIGN

#### ARTICLES

- Architect your Company for Agility. Jeanne Ross. Sloan Management Review

#### BOOKS

- The Goal. Eliyahu Goldratt
- Switch. Chip Heath and Dan Heath

### 03. AGILE EXECUTION

#### ARTICLES

- The Art of Project Leadership. McKinsey.
- How to make agile work for the C-suite. Eric Garton & Andy Noble, Harvard Business Review.
- Bureaucracy can drain your company's Energy, Agility can Restore it. Darrell K Rigby, Harvard Business Review.
- Embracing Agility. Darrell K. Rigby, Jeff Sutherland & Hirotaka Takeuchi,Harvard Business Review.
- Agile at Scale. Darrell K. Rigby, Jeff Sutherland & Andy Noble, Harvard Business Review.

#### BOOKS

- Managing Projects. HBR Press.
- Getting Work Done. HBR Press.
- Delegating Work. HBR Press.
- The Lean Machine. Dantar Oosterwald.
- That's not how we do it here! John Kotter & Holger Rathgeber.
- The Phoenix Project. Gene Kim, Kevin Behr & George Spafford.

### 04. & 05. INTEGRITY AND CLOSENESS

#### ARTICLES

- Small Talk Is an Overrated Way to Build Relationships with Your Employees. HBR.

#### BOOKS

- Man's Search for Meaning. Viktor E. Frankl.
- The Seven Habits. Steven Covey.
- The Speed of Trust. Steven Covey.
- Nicomachean Ethics. Aristotle.
- 12 Rules for Life. Jordan Peterson.
- Empathy. HBR Press.
- Mindsight. Daniel J Siegel.
- Unbroken. Laura Hillenbrand.
- Virtuous Leadership. Alexander Havard.
- The Purpose Driven Life. Rick Warren.
- No Greater Love. Mother Teresa.
- The Four Loves. C.S. Lewis.

### 06. FEEDBACK

#### ARTICLES

- How to Give Feedback to Someone Who Gets Crazy Defensive. HBR Press.

#### BOOKS

- Giving Effective Feedback. HBR Press.
- Giving Effective Feedback. CCL.

- Getting 360-Degree Feedback Right. HBR Press.
- How to Mentor a Narcissist. HBR Press.

- Managing Difficult Interactions. HBR Press.
- Feedback That Works. Sloan R. Weitzel
- Crucial Conversations. Al Switzler
- The Talking Manager. Álvaro González Alorda
- Mindsight. Daniel J. Siegel

## 07. & 08. VERBAL / NON-VERBAL AND WRITTEN COMMUNICATION ⌄

### BOOKS
- On Communication. HBR's 10 Must Reads.
- Failure to Communicate. Holly Weeks.
- Successful Writing and Speaking. HBR Press.
- Better Business Writing. HBR Press.
- Brilliant Presentation. Richard Hall.

### VIDEOS
- Playlist TED: Before Public Speaking
- Udemy course: Enhance Your Speaking Voice

## 09. EFFECTIVE PRESENTATIONS ⌄

### ARTICLES
- How to Give a Killer Presentation. HBR

### BOOKS
- Persuasive Presentations. Nancy Duarte.
- Presentations. HBR Press.
- Presentation Zen. Garr Reynolds.

### VIDEOS
- Playlist TED: Before Public Speaking
- Udemy course: Enhance Your Speaking Voice

## 10. DIGITAL TOOLS ⌄

### ARTICLES
- Advanced Social Technologies and the Future of Collaboration. Mckinsey.
- Scaling a Transformative Culture Through a Digital Factory. Digital Mckinsey.
- The Seven Decisions That Matter on a Digital Transformation. Digital Mckinsey.
- How Social Tools Can Reshape the Organization. Digital Mckinsey.
- How a Digital Factory Can Transform Company Culture. Mckinsey.
- Culture For A Digital Age. Mckinsey Quarterly.

### BOOKS
- Leading Virtual Teams. HBR Press.
- Virtual Collaboration. HBR Press.
- The Digital Transformation. David L. Rogers.

## 11. MEETING AND WORKSHOP MANAGEMENT ⌄

### ARTICLES
- Better Meetings. HBR.
- The Tools You Need to Make Every Meeting More Productive. HBR.

### BOOKS
- Running Meetings. HBR Press.
- Running Virtual Meetings. HBR Press.
- Meeting Design: For Managers, Makers, and Everyone. Kevin M. Hoffman.
- The Skilled Facilitator. Roger M. Schwarz.

## 12. MATRIX INFLUENCE ⌄

### ARTICLES
- High Performing Teams. McKinsey Quarterly.
- Beyond the Matrix Organization. McKinsey Quarterly.
- The Past and Future og Global Organizations. McKinsey Quarterly.
- Communicating Across Generations. BridgeWorks.
- Playing Office Politics Without Selling Your Soul. HBR.

## BOOKS

- Virtual Collaboration. HBR Press.
- Leading Virtual Teams. HBR Press.
- Delegating Work. HBR Press.
- Influence: The Psychology of Persuasion. Cialdini Robert B.

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