

Organizational skills	Social skills
<p><b>ORGANIZATIONAL LEADERSHIP</b></p> <ul style="list-style-type: none"> <li>• Understands organizational mission: understands ethics &amp; public good; concerned with public trust</li> <li>• Understands governance and administrative systems</li> <li>• Demonstrates ability in conflict management and dispute resolution</li> <li>• Understands how to acquire needed resources</li> <li>• Understands how to use decision making to support mission</li> <li>• Demonstrated systems thinking ability</li> <li>• Understands organizational culture</li> <li>• Is sensitive to diversity and multiculturalism</li> <li>• Able to gather and synthesize information on internal and external environments</li> </ul>	<p><b>Basic interaction skills</b></p> <ul style="list-style-type: none"> <li>• Making frequent eye contact</li> <li>• Smiling when greeting people and talking</li> <li>• Showing "confident" body language: an open, direct stance, not fidgeting or twisting.</li> <li>• Basic politeness: saying please and thank-you, saying hello and good-bye, etc.</li> </ul> <p>Showing interest in others, e.g., asking how their day was, how they thought they went on an exam,</p>
<p><b>MANAGEMENT</b></p> <ul style="list-style-type: none"> <li>• Able to analyze and design organizational structures and processes</li> <li>• Understands variety of approaches to decision making</li> <li>• Understands administrative law</li> <li>• Manages workflow</li> <li>• Formulates and analyzes budgets</li> <li>• Demonstrates financial analysis and management</li> <li>• Versed in human resources management (hiring, retention, development, career management)</li> <li>• Manages information and technology</li> <li>• Understands program management</li> <li>• Understands project management</li> <li>• Demonstrates skill in team building and management</li> <li>• Understands task analysis and job design</li> </ul>	<p><b>Making conversation</b></p> <ul style="list-style-type: none"> <li>• Taking turns when talking</li> <li>• Listening and showing interest in what the other person has to say</li> <li>• "Small talk": being able to chat about unimportant things</li> <li>• Nodding and smiling to indicate that you are following along</li> <li>• Using humor</li> <li>• Knowing when to disclose personal information and when not to</li> </ul>
<p><b>COLLABORATION</b></p> <ul style="list-style-type: none"> <li>• Adept in coalition building</li> <li>• Understands community building</li> <li>• Establishes collaborative relationships and projects</li> </ul>	<p><b>Building and maintaining friendships</b></p> <ul style="list-style-type: none"> <li>• Approach skills: being able to go up and start talking to someone who you don't know or don't know well.</li> <li>• Sharing decision making, i.e., not always insisting on having one's way but negotiating about what to do, where to go, etc.</li> <li>• Showing appropriate affection and appreciation.</li> </ul>

	<ul style="list-style-type: none"> <li>• Maintaining contact, i.e., not expecting the other person to "do all the work" of keeping up the friendship.</li> <li>• Being supportive, i.e., showing concern when your friend is having a hard time.</li> <li>• Allowing distance and closeness. People need time apart as well as together.</li> <li>• Thoughtfulness: "thinking ahead" about what might be a nice thing to do for your friend.</li> </ul>
<p><b>INNOVATION</b></p> <ul style="list-style-type: none"> <li>• Able to manage change</li> <li>• Understands creative processes</li> <li>• Capable of systems thinking</li> <li>• Adept at framing issues</li> <li>• Designs experiments and quasi-experiments</li> <li>• Comfortable with risk taking</li> </ul>	<p><b>Empathy</b></p> <p>Empathy means being able to put yourself into someone else's shoes and recognizing their feelings. It is not the same as sympathy or "feeling sorry for someone". Empathy is responding in an understanding and caring way to what others are feeling. Empathic skills include:</p> <ul style="list-style-type: none"> <li>• Noticing other people's feelings.</li> <li>• Expressing concern at others' distress.</li> <li>• Being able to recognize what someone else might be feeling in a given situation.</li> <li>• Showing sensitivity to others' feelings when communicating. For example, being tactful when making critical comments (when criticism is necessary and/or appropriate).</li> </ul>
<p><b>INTERPERSONAL ABILITIES/PERSONAL CHARACTERISTICS</b></p> <ul style="list-style-type: none"> <li>• Able to work well in teams</li> <li>• Self-motivated</li> <li>• Understands conflict management</li> <li>• Able negotiator</li> <li>• Confident in handling new tasks</li> <li>• Flexible in assignments</li> <li>• Attentive to detail</li> <li>• Able to work under tight deadlines</li> <li>• Able to network effectively</li> </ul>	<p><b>Dealing with conflict</b></p> <ul style="list-style-type: none"> <li>• Assertiveness or being able to say what you are feeling without being aggressive or getting personal.</li> <li>• Negotiation skills: being able to discuss a conflict calmly and rationally and come to an agreement about a solution.</li> </ul>