



DICTIONARY OF TRANSVERSAL SKILLS

IMPLEMENTATION SKILLS	RESULTS ORIENTATION
	ACCURACY
	AUTONOMY
	PROACTIVITY
	PROBLEM SOLVING
	TIME MANAGEMENT
	CREATIVITY
COMMUNICATIVE and RELATIONAL SKILLS	INTERPERSONAL COMMUNICATION
	TEAM WORK
	EMOTIONAL SELF-CONTROL
	ASSERTIVENESS
	RELATIONAL COMPETENCES
	PUBLIC SPEAKING
	PERSUASIVENESS
EFFICACY COMPETENCES	FLEXIBILITY
	SELF-AWARENESS
	SELF-EFFICACY
	RESISTANCE TO STRESS
	OPENNESS TO CHANGES
	ORGANISATIONAL AWARENESS
	SENSE OF BELONGING TO THE ORGANIZATION
MANAGEMENT SKILLS	LEADERSHIP (OF THE GROUP)
	DEVELOPMENT OF OTHERS
	DELEGATION
	STRATEGIC VISION
	DECISION-MAKING
	NEGOTIATION
	CONFLICT MANAGEMENT
	PLANNING AND MONITORING





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IMPLEMENTATION SKILLS

Behavioural modalities that characterize the predisposition of the person to act in the organizational reality, in order to organize, execute and carry out effectively their activities.

RESULTS ORIENTATION
ACCURACY
AUTONOMY
PROACTIVITY
PROBLEM SOLVING
TIME MANAGEMENT
CREATIVITY



RESULTS ORIENTATION

Ability to meet the work objectives, having clear priorities and being able to make concrete and effective decisions at the right time.

Impulse to improve and meet a standard of excellence, which gives rise to a continuous improvement of the performance.

HIGH	I have a high impulse to meet high objectives and working standards. Pragmatic, in carrying out my work, I am accurate and organized: I proceed with order and method, defining priorities and making effective decisions at appropriate time. I am oriented to always improve his performance.
MEDIUM HIGH	
MEDIUM	Quite accurate and organized, I have a good impulse to satisfy my own objectives and standards. I tend to carry out the tasks assigned to me defining priorities and making decisions at the right time.
MEDIUM LOW	
LOW	Not very accurate and organized, I give little importance to order and precision, I tend to provide poor quality results. I also encounter difficulties in promptly finding solutions to problems and making decisions.



Implementation Skills

ACCURACY

Attention to order and quality: the need to reduce uncertainty in the surrounding work environment, by regularly carrying out work audits to prevent errors and to ensure compliance with a good level of final results.

HIGH	I carry out a high quality work applying the procedures in a rigorous way and correctly using the available tools. I constantly monitor my own activities and I keep track of the progress of my activities. I check project with respect to critical issues and deadlines.
MEDIUM HIGH	
MEDIUM	In general, I carry out work of intermediate quality, which may require intervention by others. I check quite regularly the progress of the work and projects against critical issues or deadlines.
MEDIUM LOW	
LOW	I work in an approximate way: I can only sometimes apply the procedures correctly and use the tools available. I rarely checks the quality of my work and the progress of projects against critical points or deadlines.



AUTONOMY

Ability to give oneself working methods and to organise and conduct one's own work independently. Being able to self-activate without the need for external stimuli or controls.

HIGH	I identify on my own the times and methods with which to effectively manage my own work activity. I carry out my work independently and self-sufficiently, organizing my own activities and self-regulating myself.
MEDIUM HIGH	
MEDIUM	I do not always identify on my own the times and methods with which to manage a task. I carry out the looking for the support of others, after external input and/or reassurance.
MEDIUM LOW	
LOW	I am often unable to give myself the time and means to carry out the activities that are assigned to me. I carry out my work by constantly looking for input and/or external reassurances.



PROACTIVITY

Ability to seek opportunities, take the initiative in improving current circumstances or creating new ones and persevere in trying to bring about significant change. To act on one's own inspiration, to carry out tasks before they are required, to invent new ways of doing things and to conclude tasks or processes differently.

HIGH	I look for stimuli, opportunities for improvement and improvement of my work and organization, I often spontaneously propose ideas, observations, interpretations and solutions, even innovative. I act by involving myself and the others in extra efforts.
MEDIUM HIGH	
MEDIUM	Sometimes I present my ideas, observations, interpretations, solutions or questions to understand the organizational reality and events. I activate myself, sometimes taking on extra assignments.
MEDIUM LOW	
LOW	I tend not to expose myself, not proposing my own ideas, observations, interpretations, solutions or questions to understand the organizational reality and events. I tend to avoid facing situations and taking advantage of opportunities; I do not actively seek stimuli that allow the improvement of my work and organization.



PROBLEM SOLVING

Ability to identify and understand the essential aspects of problems in order to be able to define priorities, assess significant facts, develop possible solutions using both experience and creativity, so as to arrive in a reasonable time to an effective solution.

HIGH	I quickly identify the problem and places within a specific framework of reference; I am also able to identify the most effective solution, correctly defining the priorities for action and structuring the actions to be taken.
MEDIUM HIGH	
MEDIUM	Respecting the deadlines, I am able to grasp the problematic nature of the context and to analyze its characterizing elements, but the solutions identified are sometimes poorly structured and not always suitable.
MEDIUM LOW	
LOW	Often I have difficulty in identifying with precision the nucleus of the problem, failing in the analysis of the aspects that characterize it and proposing solutions in extended times. Consequently, I do not find an effective and functional solution.



TIME MANAGEMENT

Ability to use time efficiently and effectively, identifying priorities in terms of importance and urgency. Ability to establish working times consistent with the objectives to be achieved and the resources available.

HIGH	Assign to myself and to my collaborators (if required by the role) in an effective and efficient way the working time on the basis of priorities and objectives to be achieved. I can draw up a long-term action plan, respecting deadlines.
MEDIUM HIGH	
MEDIUM	I have a discreet ability to manage my work and my employees (if required by the role) over a medium-term period of time. I do not always correctly identify priorities and therefore I find it difficult to meet deadlines.
MEDIUM LOW	
LOW	I have obvious difficulties in managing my own work time and that of my collaborators (if required by role). I tend not to identify priorities and not to respect deadlines, even short-term ones.



CREATIVITY

Ability to analyse and combine existing information in order to generate new information. Ability to imagine and propose original ideas and different from those already in use, from which to derive application elements even unconventional.

HIGH	I have an excellent ability to analyze the available information and I can spontaneously and enthusiastically propose news and unconventional ideas, different from those already in use and planned up to that time.
MEDIUM HIGH	
MEDIUM	I have a good capacity to analyse the available information and sometimes I can spontaneously propose unconventional ideas, different from those already in use and foreseen up to that moment.
MEDIUM LOW	
LOW	I have little capacity to analyse the available information, I almost never know how to propose alternative and unconventional ideas, tending to propose those already in use and consolidated.



COMMUNICATIVE/RELATIONAL SKILLS

Ability to communicate effectively and to establish positive relationships and collaborate with different interlocutors, by understanding the specific characteristics of the other, the context and the relationship in which a communication takes place.

INTERPERSONAL COMMUNICATION
TEAM WORK
EMOTIONAL SELF-CONTROL
ASSERTIVENESS
RELATIONAL COMPETENCES
PUBLIC SPEAKING
PERSUASIVENESS
INTERPERSONAL COMMUNICATION

Communicative/Relational Skills

INTERPERSONAL COMMUNICATION

Ability to use verbal language and non-verbal expression (gestures, tone of voice, etc.) effectively in relation to the different purposes of communication and depending on the context.

Ability to inform and present facts and one's own point of view, to gather information, to convince, to motivate and to interest.

HIGH	I have a fluid and articulated communicative style even in new and complex contexts. I understand the positions of the other and easily manages the contradictory. I actively listen: I ask questions, rephrase appropriately and manage both verbal and non-verbal aspects of the message with mastery. I reformulate my thinking based on feedback received.
MEDIUM HIGH	
MEDIUM	I express a communication that is not always effective in terms of content, with relevant arguments and expressed in a fairly clear way, with the right balance of analysis and synthesis. I use adequate methods to solicit and manage communication exchanges with the interlocutors in habitual and non-complex contexts. I have a discreet ability to express my opinion on the positions of others, sometimes accompanying it in a non-verbal manner consistent with what it says.
MEDIUM LOW	
LOW	If I can, I tend to avoid situations of communicative exchange: in fact, in discussions I remain on the sidelines or stop speaking if interrupted; when I intervene, I do so in a confused and disorderly manner, with incomplete communications in content and unclear for the receiver. Often I tend to manifest a communication that is not that's inconsistent with what I'm saying.

Communicative/Relational Skills

TEAM WORK

Ability to work together and cooperate towards common goals. Ability to recognise and value the resources of others within the group. Ability to functionally adapt to the needs of the group, actively participating and tuning in to the group.

HIGH	I cooperate with the group, sharing information and resources, and promoting a harmonious and cooperative environment. I am able to actively involve all members of the group to achieve common goals. Can adapt to the needs of the context, modulating my contribution effectively.
MEDIUM HIGH	
MEDIUM	Sufficiently able to cooperate with others to achieve the common goals of the group. I am willing to activate a collaborative team spirit among the members of the group but do not always succeed in my intent. I am able to make different contributions but he is not always able to adapt them to the needs of the group.
MEDIUM LOW	
LOW	Manifest difficulty in working in a group, participating with detachment in the activities. Do not promote a positive atmosphere by hindering dialogue. I do not always perceive the sense of belonging to the group. I have difficulties to differentiate contributions according to the situation.

Communicative/Relational Skills

EMOTIONAL SELF-CONTROL

Ability to effectively handle positive and negative emotions in different situations. Ability to master impulses and react in a balanced way even in stressful situations.

HIGH	I am thoughtful and patient, self-reliant and respectful of others. I deliver quality performance with serenity and calm, even in stressful moments. I can handle my own emotional reactions.
MEDIUM HIGH	
MEDIUM	I am quite tolerant of others and has a good ability to manage my emotions. Sometimes I am able to regulate myself in the expression of my own emotions.
MEDIUM LOW	
LOW	I appear impulsive and not very tolerant towards others. I often let myself be overwhelmed by my own moods and emotions.

Communicative/Relational Skills

ASSERTIVENESS

Ability to assert one's points of view without overriding others or being overridden, respecting individuality and showing openness and willingness to review, if necessary, one's positions.

HIGH	I am open to confrontation with other people and to understanding the points of view of others. I have the ability to assert my views without prevailing or being prevailed. I manifest agreement and disagreement with the opinions of others, expressing myself with sincerity, conviction and conciseness and understanding the point of view of the other.
MEDIUM HIGH	
MEDIUM	I am aware of the legitimacy of my own opinions, which do not necessarily coincide with those of others, but I am not always able to express them effectively. In a relational context, I sometimes prove to be accommodating if I believe that they can trigger a conflict or, alternatively, if I cannot find a space for confrontation with the other, I am overwhelming.
MEDIUM LOW	
LOW	I tend to show difficulties in expressing my point of view and defending it; I tend too much to be compliant and to behave in a submissive and easily influenced way. Alternatively, I tend to impose my ideas in an authoritarian way or with little willingness to confront. Interpersonal relationships are experienced with anxiety and aggression.

Communicative/Relational Skills

RELATIONAL COMPETENCES

Ability to listen carefully and understand each other's point of view and to respond to feelings and moods, even if not manifested or partially expressed. Ability to build relationships with ease based on mutual respect and considering one's own needs and those of others.

HIGH	I tend to establish good relationships with others based on mutual respect and friendliness; I know how to listen to people, perceiving their feelings and moods. I make people feel easily at ease and knows how to meet the needs of others, even sacrificing my own when necessary.
MEDIUM HIGH	
MEDIUM	I know how to listen to others and I'm quite willing to accept what others hear and manifest. I tend to act towards others with a certain attention and availability, managing relationships in a balanced way; I am not always willing to sacrifice my own needs to meet those of the other.
MEDIUM LOW	
LOW	I have difficulty listening to others and fully understanding their moods, often showing a lack of communication and helpfulness. I give priority to my own priorities and interests, and because of this inclination I can run the risk of developing difficult relationships.

Communicative/Relational Skills

PUBLIC SPEAKING

Ability to give a speech in front of numerous and diversified interlocutors, organizing adequately the proposed arguments, transmitting with security and effectiveness its own ideas and giving a sense of trust and authoritativeness.

HIGH	A charismatic and enthralling speaker, I am able to give a speech in front of many different interlocutors, convincingly and persuasively transmitting my ideas. I adopt a register that is consistent with the context and comprehensible to others. I am at ease in front of his audience, with whom I interact by transmitting and managed to actively involve me.
MEDIUM HIGH	
MEDIUM	I can make a speech in front of different interlocutors, organizing the proposed arguments in an appropriate way and transmitting the message in an unclear way. I don't always seem serene and relaxed in front of my audience, with whom I sometimes has difficulty in tuning in.
MEDIUM LOW	
LOW	As I speaks to a variety of people, I can get anxious and feel overwhelmed by my emotions. I am insecure and poorly understood in communication, presenting arguments in a disorderly and inconsistent way. I do not interact with my audience, with whom I have difficulty establishing a bond.

Communicative/Relational Skills

PERSUASIVENESS

Ability to have a specific influence or effect on others, so as to persuade them or induce them to adhere to their ideas.

HIGH	I show patience, tenacity and determination in negotiations and I know how to calibrate my initiatives well according to the interlocutors and situations. To achieve the desired effect, I apply multiple strategies of influence, sometimes forming coalitions and alliances with other people and experts to promote wide-ranging actions of support to their ideas. I allow information and news to be filtered or intercepted to obtain specific effects, thus succeeding in structuring situations to encourage desired behavior.
MEDIUM HIGH	
MEDIUM	I show a discreet ability in the choice and modulation of the communicative style and arguments in order to influence others, sometimes failing in my intent. I do not always adopt the most effective strategy and/or I know how to create alliances/coalitions.
MEDIUM LOW	
LOW	I have little skill and patience in dialectical confrontation and I am incapable of adopting the best strategies to succeed in having the desired effect on the behavior of others. I do not show sufficient speed and sharpness of reflexes in grasping the weak points of the interlocutor's argument, thus wasting the opportunity to successfully assert my point of view.

EFFICACY COMPETENCES

The ability of the individual to effectively regulate his own conduct in relation to the context and others. They include the ability to manage emotions, self-assessment of oneself, inner resources and limitations, and the ability to cope with new situations.

FLEXIBILITY
SELF-AWARENESS
SELF-EFFICACY
RESISTANCE TO STRESS
OPENNESS TO CHANGES
ORGANISATIONAL AWARENESS
SENSE OF BELONGING TO THE ORGANIZATION

FLEXIBILITY

Ability to adapt to the context and to different situational demands: it implies knowing how to deal with situations, problematic or not, in order to achieve the expected results.

HIGH	I respond to the demands of the context, adapting my behavior and changing it over time. This is supported by an open-mindedness that allows me to understand the environment and act accordingly in a functional way. Therefore, I am willing to give up old assumptions to take advantage of the opportunities that the context offers.
MEDIUM HIGH	
MEDIUM	I am flexible enough to change my behavior by implementing actions other than those previously thought of, depending on the evolution of the situations.
MEDIUM LOW	
LOW	Not very inclined to adapt to the context and to respond in a manner consonant with the requests. I prefer to act in known and routine contexts, characterized by well-defined procedures.

SELF-AWARENESS

Ability to recognise one's own abilities, limits and emotions and their effects on one's own behaviour, performance and ability to make decisions.

HIGH	I frequently reflect on himself and I am aware of my own emotions. I have a realistic perception of my own abilities and of my own areas of criticality and improvement. In general, I recognize the impact that behaviors can have on myself and on people.
MEDIUM HIGH	
MEDIUM	In general, I have a good knowledge of my own potential and areas for improvement. I have a tendency to reflect on myself and on my own emotions but I am not always able to predict the effects of my own behavior on myself and about other people.
MEDIUM LOW	
LOW	I do not show a deep knowledge of my own emotions and I am sometimes unaware of the consequences of my own behaviour on myself and on other people. I have little knowledge of my own strengths and weaknesses.

SELF-EFFICACY

To be confident of one's own abilities, necessary to arrive at the best possible conclusion to a given task.

HIGH	Confident of myself, of my actions and abilities, I have a high self-esteem, a self-motivation oriented to excellence that allows me to carry out me activity effectively, even in the presence of uncertainties and pressures. I am able to cope with different situations and I do not give up in the face of difficulties. I do not generalize defeats and victories, attributing them to the right causes.
MEDIUM HIGH	
MEDIUM	Pretty confident. I have a reasonable self-motivation and self-esteem in relation to the performance of my activities. I am quite confident in the ability to cope with situations and solve critical issues.
MEDIUM LOW	
LOW	I have little self-esteem and I am perceived as little able to solve the problems he encounters in the performance of his activities. I have a low self-motivation and I have a tendency to surrender easily at the first difficulties.

RESISTANCE TO STRESS

Ability to manage situations related to their role characterized by a significant level of stress, putting in place resources that still allow to achieve an effective performance.

HIGH	I have a high capacity to handle situations characterized by a high level of stress by implementing successful actions in adequate time. I am able to cope with unforeseen and I have a good tolerance in critical situations and / or little clear.
MEDIUM HIGH	
MEDIUM	I am usually able to handle stressful situations, or situations characterized by uncertainty and ambiguity. I have sometimes difficulties to identify action strategies and/or to to implement them in an effective manner and on time.
MEDIUM LOW	
LOW	Often, I have difficulties in dealing with stressful situations, often letting myself be overwhelmed by the same. I am not able to identify and choose the best strategy to manage the situation.

OPENNESS TO CHANGES

Ability to trigger, manage and respond to change. To be open to receiving new information, renouncing old assumptions and changing the way you work in the face of new situations.

HIGH	I am inclined towards innovation, I am able to face new situations with enthusiasm and he knows how to recognize the need for change. I tend to stimulate others to change as well, passing on to them the importance of change.
MEDIUM HIGH	
MEDIUM	I am able to cope with change in a serene way; however, I may not always be able to recognize the benefits of the changes themselves, to which I am sufficiently committed.
MEDIUM LOW	
LOW	Conservative, I prefer to operate in protected environments over which I can easily have control. I am very difficult to face new contexts with serenity and to accept changes promptly.

ORGANISATIONAL AWARENESS

Ability to realistically perceive the implicit mechanisms that govern the organization, easily recognizing the essential social networks and the underlying social and political dynamics.

HIGH	I can correctly interpret the fundamental power relations of the organization, identifying in a realistic way the essential social networks and the underlying social dynamics and unofficial power centers. I have a keen perception of the informal structure of the organization, which allows me to accurately interpret situations and thoroughly understand organizational problems.
MEDIUM HIGH	
MEDIUM	I am generally able to interpret in an appropriate way the informal procedures of the organization and the fundamentals that govern power relations, even those of a more implicit nature.
MEDIUM LOW	
LOW	I have little ability to interpret the dynamics of organization, formal and informal, not being aware of the essential social mechanisms and networks on which the organisation is based.

SENSE OF BELONGING TO THE ORGANIZATION

Feeling part of an organizational whole; reasoning in terms of "we" and recognizing the organisation as part of one's professional identity (recognising oneself in the identity of the organisation).

HIGH	I identify myself with the organization and is loyal to the company for which he shows a high level of trust. Highly motivated in my work, I know the company's values and fully shares them. I am willing to engage in extra efforts, which involve a strong emotional investment, as well as energy and resources.
MEDIUM HIGH	
MEDIUM	I identify only in part with the organization for which I show a fair amount of trust. On average, I am motivated to do his job, I know the company's values and shares them only in part, committing my energy and resources to achieving organizational goals, within the limits of my duties and role-related responsibilities.
MEDIUM LOW	
LOW	I do not always identify with the organization and share limitedly corporate objectives, strategies and values. Poorly motivated, I expresse the minimum effort to carry out my activity.

MANAGEMENT SKILLS

The ability to interact fluidly with others, acting as a point of reference and exerting influence skills aimed at achieving specific objectives or effects on the context and on others.

LEADERSHIP (OF THE GROUP)
DEVELOPMENT OF OTHERS
DELEGATION
STRATEGIC VISION
DECISION-MAKING
NEGOTIATION
CONFLICT MANAGEMENT
PLANNING AND MONITORING

LEADERSHIP (OF THE GROUP)

Ability to lead a group in a shared direction, with enthusiasm and energy, stimulating team motivation and supporting professional growth; ability to set goals, manage activities and time of themselves and others; ability to manage group dynamics, even conflicting ones.

HIGH	I am very effective in guiding and motivating individuals and groups. I infuse enthusiasm and energy, succeeding in pushing individuals or an entire group in a certain direction, valuing their growth. I set an example for others, I know how to give support and manage the dynamics related to formal and informal hierarchies in constructive way.
MEDIUM HIGH	
MEDIUM	I am quite capable of guiding and motivating individuals and groups. I infuse a certain enthusiasm and energy, which in some situations can push the individual or group to achieve good performance. I do not always have the ability to direct people in the desired direction. I am a person who is quite oriented towards the development of others but sometimes I am not of the all effective in providing support.
MEDIUM LOW	
LOW	I am poorly effective and not very energetic in guiding people and groups, from which I have difficulty being recognized. I tend to give little value to the people around me and I show little ability to inspire and motivate them.

DEVELOPMENT OF OTHERS

Ability to enhance, motivate and evaluate employees, identifying specific development levers consistent with the skills possessed and the training needs of each, thus promoting professional growth and the involvement of its employees.

<p>HIGH</p>	<p>Within the group, I recognize the skills and contribution of individuals to problem solving and fosters a climate of confrontation and trust. I carefully assess the skills and attitudes of employees, plans the development of group members by promoting targeted growth experiences, and I assign activities while leaving them with the right degree of autonomy. I effectively use feedback, both positive and negative, with my employees, and provide them with encouragement and support in times of difficulty.</p>
<p>MEDIUM HIGH</p>	
<p>MEDIUM</p>	<p>I am quite aware of the individual characteristics of my collaborators, even if sometimes I have difficulties in planning development actions and in allowing spaces of working autonomy with a view to promoting growth. Only in some cases I do provide effective feedback and it is not always possible to maintain a serene working environment.</p>
<p>MEDIUM LOW</p>	
<p>LOW</p>	<p>I am generally not able to recognize the characteristics of my employees and, consequently, to value them. I often find it difficult to manage the work of others, considering autonomy as a tool for growth. I do not recognize the importance of motivation and feedback, to the detriment of the working group's climate.</p>

DELEGATION

Ability to identify the appropriate people to whom to entrust activities and responsibilities, clearly communicating the objectives and margins of autonomy of the delegation.

Ability to effectively manage the relationship and motivation of the delegate, exercising supervision in a balanced manner and offering trust and support in critical and unforeseen situations.

HIGH	I am able to identify the people to whom to entrust activities and responsibilities, clearly communicating objectives and granting them adequate freedom of action. I can monitor the activity of others while maintaining the right balance without invade the autonomy of others. I motivate my delegates and I offer trust and support in critical situations.
MEDIUM HIGH	
MEDIUM	I am not always able to assign activities to the right people, based on their skills, and I do not always communicate all the information clearly. I tend to delegate routine and not particularly relevant activities. In some cases I cannot respect the margins of assigned autonomy, exercising control disproportionate in excess or at fault. I do not always motivate my delegates and offers support.
MEDIUM LOW	
LOW	I tend not to assign activities to the right people, based on their skills, and communicates the necessary information with a lack of clarity. I tend to distribute activities ineffectively, exercising a style of authoritarian and excessively controlling, or showing a propensity to delegate in a controlled way. I do not recognize the value of motivation and support.

STRATEGIC VISION

Ability to have an overall view of respective work and organization, knowing how to place the dynamics in the organizational context of reference.

Ability to formulate hypotheses and future scenarios in order to anticipate the evolution of phenomena, identify and select changes by predicting the trends and evolutions of reality.

HIGH	I have an overall view of my work, I process and the different objectives to be achieved: I am activated in first person to have a realistic perception of the organizational structure, placing the dynamics in the context of reference and anticipating the repercussions, including those related to the long term.
MEDIUM HIGH	
MEDIUM	I have a summary vision of his work, I process and the different objectives to be achieved: I do not always activate myself to have a realistic perception of the organizational structure, and sometimes I struggle to place the dynamics in the context of reference. In some cases, I am able to anticipate the relapses, limiting myself to the medium term.
MEDIUM LOW	
LOW	I have a limited vision of my own work and of the organizational structure and I have difficulties in activating myself in order to have a realistic perception of it. Very focused on the present, I am generally not able to anticipate future scenarios.

DECISION-MAKING

Ability to choose independently between different alternatives and to make effective final decisions, through the analysis and synthesis of data and information, even in conditions of uncertainty and complexity.

HIGH	I am able to analyse the context, carefully evaluate and choose between various alternatives and to make effective decisions on the basis of the objectives to be achieved, even in complex and uncertain situations. I am able to prevent critical issues and anticipate the effects of its decisions on the context. I take on the burden and commitment of making decisions that must be taken even if they do not fall within my sphere of responsibility.
MEDIUM HIGH	
MEDIUM	I am not always able to read and interpret the context. Sometimes I can evaluate and choose between various alternatives and I do not always make effective decisions in relation to the objectives to be achieved. I generally take decisions in routine and uncomplicated situations, with marginal repercussions. Sometimes I tend not to take on the burden and commitment of making decisions, even if they fall within my sphere of responsibility.
MEDIUM LOW	
LOW	I often fail to read and interpret the context, misrepresenting the situations. I have difficulty in choosing alternatives, leaving the responsibility for making decisions to others. I generally focus on simple situations, limiting myself to superficial evaluations and often my decisions can be late and ineffective.

NEGOTIATION

Ability to take advantage of existing negotiation margins to achieve a positive result, finding a balance between the personal objectives set and the limits imposed by the interlocutor. Ability to identify the possibilities of agreement between the parties, accepting new positions in order to conclude the negotiations in the best way.

HIGH	I have excellent persuasive skills: I have clear objectives and possible margins for negotiation, I adapt flexibly to the evolution of the comparison, as well as to any unforeseen and styles adopted by the interlocutor. To influence others, I use complex strategies and tools of persuasion, even indirect, directing the requests of the interlocutor within the margins set.
MEDIUM HIGH	
MEDIUM	I have some persuasive capacity: I have quite clear my objectives but less the possible margins for negotiation. I am difficult to adapt to the unexpected evolution of the confrontation and to the styles adopted by the interlocutor. To influence others, I prefer to establish strategies based on concrete facts, such as facts, examples, practical demonstrations.
MEDIUM LOW	
LOW	I have ineffective persuasive capacities: I do not always have clear objectives and possible negotiation margins. I hardly ever adapt to the unexpected evolution of confrontation and to the styles adopted by the interlocutor, often letting myself be influenced by others. I try to influence others, using mainly simple and inflexible strategies, which are unlikely to have the desired effect on the interlocutor.

CONFLICT MANAGEMENT

Ability to identify the elements that can produce conflict and to ensure that they are prevented, avoiding tensions. In case of conflicts, it implies knowing how to deal with the conflict in a determined and constructive way, maintaining calm, balance and tolerance.

HIGH	I work to create a good relational climate, strengthening morale and cooperation and anticipating possible conflict situations. In situations of conflict, both individual and group, I mitigate tensions. I productively bring out latent conflicts and I give feedback to unravel them. I build agreements even in complex situations, acting directly or involving others in making extraordinary efforts to effectively resolve disputes.
MEDIUM HIGH	
MEDIUM	I generally work to create a good relational climate, sometimes succeeding in anticipating possible conflict situations. In situations of conflict, both individual and group, I am generally able to ease tensions, acting directly but sometimes failing to involve others in making efforts in this direction.
MEDIUM LOW	
LOW	I do not care about creating a peaceful relational climate. In situations of conflict, with strong interlocutors can be silent, I do not expressing their opinion, or, vice versa, I become aggressive, raising the tones of voice, causing others or by closing the discussion.

PLANNING AND MONITORING

Ability to correctly distribute tasks and responsibilities, to set priorities, to balance results and available resources, to articulate work times and actions in line with the objectives to be achieved, ensuring constant monitoring.

HIGH	I effectively plan my own work and that of my employees, setting challenging but achievable objectives in terms of available resources and time, and monitoring the progress of the plan. I can recognize priorities and anticipate and manage unforeseen events, re-planning activities if necessary. I establish official monitoring and verification (meetings, reports, ...).
MEDIUM HIGH	
MEDIUM	I plan my own work and that of my employees discreetly, I set objectives but I am not always able to balance workloads and timetables. Sometimes I do not recognize the importance of monitoring and therefore I am not always punctual in setting up official monitoring and verification moments (meetings, reports, ...). I am not always able to effectively manage priorities, emergencies and actions previously established.
MEDIUM LOW	
LOW	Often I do not effectively plan my own work and that of my employees, I work exclusively on urgency or on factors that do not take priority over the tasks. I proceed in a disorderly and disorganized manner, assigning incorrect tasks and priorities to employees and concentrating exclusively on emergencies. I rarely create formal monitoring and verification moments.