

2015 Latina Global Executive Leadership & Entrepreneur Cohort Assessment Scores

Thirteen Competencies Measured	Pre-program	Post-program
	1/15/2015	8/22/2015
EMOTIONAL INTELLIGENCE COMPETENCIES	79%	90%
Learning Agility		
I seek feedback on my own performance and accurately recognize my own strengths and limitations.	78%	86%
I stay up-to-date with new technologies, information and trends in the field or profession.	80%	92%
I am a "quick study" and quickly learn new concepts, methods, tools, and solutions.	84%	94%
I seek work assignments that stretch and grow my skills.	78%	98%
Competency Level	80%	93%
Adaptability and Change Management		
I modify behavior or approaches as situations change or new opportunities emerge.	86%	88%
I create structure in ambiguous environments or uncertain situations.	82%	88%
I serve as a change agent by integrating new approaches into the organization.	74%	84%
I motivate those who resist change to accept and embrace change.	80%	92%
I foster an environment that embraces change.	76%	94%
Competency Level	79%	90%
Initiative and Drive for Results		
I see things that need to be done and undertake them on my own initiative.	82%	90%
I volunteer for important assignments and readily take on additional responsibility.	82%	88%
I take calculated risks to exceed expectations.	76%	84%
I set aggressive goals and I strive to achieve them.	74%	86%
I anticipate and aggressively pursue issues that may positively impact the organization.	72%	84%
Competency Level	77%	87%
INTERPERSONAL COMPETENCIES	80%	90%
Teamwork		
I make special efforts to collaborate and support coworkers.	86%	92%
I collaborate and compromise by emphasizing team goals over individual goals.	82%	86%
I foster participative relationships among team members and effective team dynamics.	86%	92%
I work constructively with others when under stress or pressure.	86%	94%
I foster a team environment where employees feel valued as team members.	82%	98%
Competency Level	84%	93%
Communication and Influencing		
I write documents in a clear, concise, well organized, and error-free manner.	74%	84%
I deliver clear presentations, speaking with poise and impact.	80%	84%
I keep others well informed by ongoing communication with management, peers, subordinates, and stakeholders.	82%	88%
I defend a point of view in a persuasive and convincing manner.	74%	86%

I am able to persuade and influence people at all levels of the organization.	72%	86%
Competency Level	76%	86%
ANALYTICAL COMPETENCIES	78%	91%
Strategic Thinking		
I develop effective plans for achieving goals.	84%	88%
I translate broad strategies into clear objectives and operational plans.	80%	92%
I identify new directions and emerging opportunities.	76%	90%
I identify and define the factors that will drive organizational success in the future.	76%	94%
I seek out best practices and incorporate them into operational strategy.	76%	89%
Competency Level	78%	91%
Judgment and Problem Solving		
I get to the root of problems by systematically investigating the facts.	80%	84%
I remain objective and fact-based, even when making decisions under pressure.	82%	92%
I act decisively and make timely decisions in crisis situations.	84%	90%
I integrate all relevant perspectives and contingencies when making tough decisions.	76%	94%
I anticipate problems and develop alternative strategies for each potential area of risk.	72%	88%
Competency Level	78%	90%
Innovation		
I find creative ways to get things done.	82%	90%
I serve as a creative resource to others by offering novel approaches to issues.	78%	90%
I am creative in finding ways to get things done.	82%	94%
I originate new techniques, ideas or approaches within the organization.	74%	94%
I foster an environment that encourages innovation and new ideas.	80%	92%
Competency Level	79%	92%
MANAGEMENT COMPETENCIES	81%	90%
Coaching and Developing Talent		
I invest time and effort in talent development by sharing information and expertise with others.	82%	90%
I mentor colleagues, identifying strengths and/or weaknesses and providing guidance.	82%	92%
I provide clear, constructive, and motivating feedback.	86%	88%
I develop talent by training, coaching, and providing stretch assignments.	76%	84%
I provide opportunities to others for long-range career development.	82%	88%
Competency Level	82%	91%
Driving Execution		
I define priorities, expectations, and clear performance metrics.	80%	86%
I delegate effectively, clarifying roles, accountabilities, and organizational structures.	78%	82%
I implement consistent, disciplined work planning, and tracking processes.	74%	84%
I build in quality and reliability checks to consistently meet standards.	74%	88%
I hold staff accountable and address problem performers without delay.	82%	92%
Competency Level	78%	87%
Managing Differences and Negotiating Solutions		

I resolve disagreements, reaching conclusions while maintaining positive relationships.	86%	86%
I control emotions and diffuse anger, frustration, or disagreement.	84%	86%
I build win-win solutions that foster long-term harmony.	80%	90%
I mediate effectively, seeking a workable middle ground between adversaries.	76%	86%
I negotiate effectively, defining common, and opposing options to reach mutually acceptable solutions.	82%	88%
Competency Level	82%	88%
LEADERSHIP	82%	92%
Business Acumen		
I demonstrate a broad knowledge of business practices and policy.	84%	86%
I understand the advantages and disadvantages of various business strategies.	76%	90%
I understand and use business and financial metrics to analyze issues and make business decisions.	74%	90%
I show how to maximize organizational results while reducing or containing costs.	74%	92%
I understand and anticipate how global factors affect organizational performance.	74%	90%
Competency Level	76%	90%
Leading and Inspiring Others		
I communicate a clear vision of the organization's mission and values in ways that are meaningful to others.	88%	94%
I translate mission and goals into specific, understandable work actions.	86%	94%
I convey self-confidence, assertiveness, and a willingness to take charge in ways that inspire others to action.	86%	94%
I build enthusiasm, positive morale, and loyalty by showing consistency between action and words.	90%	94%
I motivate others and create a sense of commitment to the organization's values and mission.	88%	94%
Competency Level	88%	94%