

**MANAGEMENT BEHAVIOURAL COMPETENCY**

**SELF-AWARENESS**

**Definition:** Demonstrates awareness, accurate assessment and control of one’s own emotional state, attitudes, beliefs system, image and strengths in a way to maintain momentum, personal effectiveness and emotional stability, even in the face of adversity, provocation, stress and/or high workload. Recognizes one’s own areas of personal and professional strength as well as areas for development and is committed to continuous learning.

**Scale progression:** The scale progresses from recognizing one’s own emotions, strengths and limitations to actively managing one’s attitudes, beliefs and behaviours by demonstrating adaptable behaviours and leverages this insight to manage self and others during challenging times and high workload.

<p>Level 1 <i>Demonstrates self-awareness and assesses self accurately</i></p>	<p>Level 2 <i>Works well in new situation</i></p>	<p>Level 3 <i>Is adaptable; seeks new ideas, opinions and situations to grow</i></p>	<p>Level 4 <i>Maintains effectiveness, focus and momentum despite challenges, provocations and emotionally charged situations</i></p>	<p>Level 5 <i>Leverages one’s self-awareness to effectively manage situations and relationships</i></p>
<ul style="list-style-type: none"> <li>• Appreciates that continuous learning is an inherent part of personal and professional development.</li> <li>• Understands how one’s emotional responses to situations influence how one acts and how one is perceived.</li> <li>• Maintains awareness of one’s emotions and uses this information to guide one’s thinking and actions in a favourable manner.</li> <li>• Recognizes gaps in one’s own skill set and takes advantage of learning opportunities to enhance one’s effectiveness.</li> <li>• Creates good work and personal habits and rejects bad ones.</li> </ul>	<ul style="list-style-type: none"> <li>• Possesses a strong work ethic; manages own workload autonomously.</li> <li>• Implements techniques for managing stress or challenges in day-to-day work situations in order to maintain momentum and diffuse conflicts (e.g., remains calm, actively listens, tries to focus on the positive).</li> <li>• Recognizes personal work capacity and limitations; manages own time, work and emotions accordingly (e.g., delegates, modifies priorities, takes breaks, exercises).</li> <li>• Stays composed when faced with new situations or instructions.</li> <li>• Demonstrates self-control and recognizes one’s own pressure points.</li> <li>• Manages one’s own negative emotions effectively.</li> <li>• Acknowledges when one is “out of one’s depth” and seeks out the appropriate training and/or coaching.</li> <li>• Depicts a mindset of continuous improvement and learning.</li> </ul>	<ul style="list-style-type: none"> <li>• Adapts one’s approach and “switches gears” if the situation requires without feeling as though one’s own agenda or outcomes have been comprised.</li> <li>• Demonstrates willingness to test one’s assumptions by seeking the ideas of others; recognizes and values differences.</li> <li>• Is self-motivated; corrals personal energy into a momentum-building rhythm.</li> <li>• Identifies the strengths of others and leverages their skills (in addition to one’s own) to manage uncertain situations.</li> <li>• Is humble; accepts that there will be times when one is not the expert and/or does not have “all the answers;” is tolerant when others are hesitant or express doubt.</li> <li>• Depicts high level of self-discipline; looks forward and is enthusiastic about new opportunities.</li> </ul>	<ul style="list-style-type: none"> <li>• Maintains the ability to exercise sound judgement and make good decisions in high demand, difficult or stressful periods or situations.</li> <li>• Calms self and others; positively impacts the effectiveness of others during stressful times.</li> <li>• Recognizes and acknowledges the emotions of others and instils a positive outlook and constructive attitude during difficult and complex times.</li> <li>• Uses setbacks in a constructive way; depicts a mindset of continuous improvement.</li> <li>• Can comfortably handle risk and uncertainty; is decisive in ambiguous situations.</li> </ul>	<ul style="list-style-type: none"> <li>• Remains energized, enthusiastic and confident in the face of very difficult and prolonged work demands.</li> <li>• Uses understanding of self and others to reach out to others and foster positive relationships, especially in difficult circumstances.</li> <li>• Views challenges as opportunities for growth and development and encourages others to do the same.</li> <li>• Draws upon one’s self-awareness and self-control to identify and manage the emotions of others during adverse times.</li> <li>• Demonstrates the capacity for self-reflection; looks back at setbacks and/or failures and identifies and applies key learnings for self and others.</li> </ul>