

E.I. Star Profile

Below is a list of key competencies and behaviors of Stars Performers.

- First rate the **IMPORTANCE** of each competency. A “1” signifies it is a **must** for you to be a star, a “2” signifies it is important, but not a must, and a “3” means it is not necessary in your position.
- Rate yourself on how frequently you do each of these behaviors. To be a star you must do the behavior **regularly or 80% of the time**. That would be an 8 for the rating. Doing the behavior 50% of the time would be a 5 rating.
- Finally, go through the assessment just as you did for yourself and rate a direct report (DR).

Competency	Importance	Self	DR
Self-Awareness	Self / DR	1-10	1-10
1. Emotional self-awareness: Recognizes feelings and how they affect them and their job performance.			
2. Accurate self-assessment: Recognizes strengths and shortcomings and focuses on how to improve			
3. Confidence: Speaks in an unhesitating and self assured manner			
Self-Management			
4. Self-Control: Stays calm, unflappable and clear headed in high stress situations			
5. Trustworthiness: Openly admits faults or mistakes and confronts unethical behavior			
6. Adaptability: Comfortable with ambiguities and adapts to new challenges			
7. Conscientiousness: Takes personal responsibility to make sure that tasks are completed			
8. Achievement Orientation: Works through obstacles and takes risks to meet their challenging goals to continually improve			
9. Initiative: Seizes or creates opportunities for the future			
10. Optimism: Are resilient, sees opportunities in setbacks			
Social Awareness			
11. Empathy: Understands others perspectives, open to diversity			

Competency	Importance	Self	DR
12. Organizational Awareness: Understands the political forces and unspoken rules at work			
13. Service Orientation: Proactive about customer satisfaction and addresses underlying needs			
Relationship Management			
14. Developing Others: Gives timely and constructive feedback and mentors			
15. Inspirational Leadership: Communicates a compelling vision, inspires others to follow			
16. Influence: Finds the right appeal to build buy-in, develops a network of indirect influences			
17. Change Catalyst: Leads change efforts and champions the new initiative			
18. Communication: Effective give and take with others, continually fine tune their delivery			
19. Building Bonds: Builds strong networks and uses them for answers and support			
20. Conflict Management: Understands all sides and finds common ideals to endorse			
21. Teamwork and Collaboration: Encouraging and draws others into active commitment to the collective effort			

Number of stars, rated 8 and over

Cluster	Self	DR
Self-Awareness		
Self-Management		
Social Awareness		
Relationship Management		
TOTAL		

Adapted from Goleman, D., Boyatzis, R. and McKee, A. (2002) Primal Leadership: Realizing the Power of Emotional Intelligence, Boston, MA.: Harvard Business School Press