



COAA WORKSHOP

# Managing a Technologically Changing Workforce

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# Actions

## Link Actions to Values

If your company is more oriented toward actions than conceptual values, you can take this exercise even further by defining behaviors and skills that are valued in employees. Therefore, you can list a core set of behaviors and skills.

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After you've linked core values to specific actions, you can build those examples into your employee training programs. Employees often benefit from having these kinds of illustrations, which show them what values-driven behavior looks like in the context of your business.

## Conclusion

The way to test your commitment to core values is to ask tough questions, such as:

How is this value showing up in our company today?

Would we continue to hold these values if they put us at a competitive disadvantage?

Are we willing to hire or fire employees based on whether they fit with our company's values?

Will these values still be valid in 100 years?

## Benefits

Move beyond basic compliance to create a dynamic, connected culture.

Enable multi-channel incident reporting and case management that ensures rapid responses, escalations, investigations and resolutions.

Align corporate values, internal policies, federal regulations, employee understanding and company performance.

Maintain a 360-degree view of your compliance efforts to expose gaps between employee engagement and compliance, so you can resolve problems before they arise.

Attract and retain a workforce aligned with values for increased engagement, competency and retention.

## Examples

Judgment

Communication

Impact

Curiosity

Innovation

Courage

Passion

Honesty

Selflessness

# Leadership

## Leadership Skills Questionnaire

### Purpose

1. To identify your leadership skills
2. To provide a profile of your leadership skills showing your strengths and weaknesses

### Directions

1. Place yourself in the role of a leader when responding to this questionnaire.
2. Respond to each of the statements below using the following scale:

Statements	Not true	Seldom true	Occasionally true	Somewhat true	Very true
1. I am effective with the detailed aspects of my work.	1	2	3	4	5
2. I usually know ahead of time how people will respond to a new idea or proposal.	1	2	3	4	5
3. I am effective at problem solving.	1	2	3	4	5
4. Filling out forms and working with details comes easily for me.	1	2	3	4	5
5. Understanding the social fabric of the organization is important to me.	1	2	3	4	5
6. When problems arise, I immediately address them.	1	2	3	4	5
7. Managing people and resources is one of my strengths.	1	2	3	4	5
8. I am able to sense the emotional undercurrents in my group.	1	2	3	4	5
9. Seeing the big picture comes easily for me.	1	2	3	4	5
10. In my work, I enjoy responding to people's requests and concerns.	1	2	3	4	5
11. I use my emotional energy to motivate others.	1	2	3	4	5
12. Making strategic plans for my company appeals to me.	1	2	3	4	5

# Leadership

13. Obtaining and allocating resources is a challenging aspect of my job.	1	2	3	4	5
14. The key to successful conflict resolution is respecting my opponent.	1	2	3	4	5
15. I enjoy discussing organizational values and philosophy.	1	2	3	4	5
16. I am effective at obtaining resources to support our programs.	1	2	3	4	5
17. I work hard to find consensus in conflict situations.	1	2	3	4	5
18. I am flexible about making changes in our organization.	1	2	3	4	5

## Scoring

1. Sum the responses on items 1, 4, 7, 10, 13, and 16 (administrative skill score).
2. Sum the responses on items 2, 5, 8, 11, 14, and 17 (interpersonal skill score).
3. Sum the responses on items 3, 6, 9, 12, 15, and 18 (conceptual skill score).

## Total Scores

Administrative skill: \_\_\_\_\_

Interpersonal skill: \_\_\_\_\_

Conceptual skill: \_\_\_\_\_

## Scoring Interpretation

The leadership skills questionnaire is designed to measure three broad types of leadership skills: administrative, interpersonal, and conceptual. By comparing the differences between your scores, you can determine where you have leadership strengths and where you have leadership weaknesses.

If your score is 30–26, you are in the very high range.

If your score is 25–21, you are in the high range.

If your score is 20–16, you are in the moderate range.

If your score is 15–11, you are in the low range.

If your score is 10–6, you are in the very low range.

