

Template for Determining Top 3 Power Skills of Importance to You

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The purpose of this exercise instrument is to determine the top three Power Skills with which you need to focus in your quest to achieve exceptional performance.

Notice from the Power Skills table below that the Power Skills for you to improve upon are selected from the 24 foundational Power Skills that were introduced in Section 1 of Neal's book, **Power Skills that Lead to Exceptional Performance**. There is space reserved at the end of the table that you can use to optionally add additional Power Skills that we did not discuss but you believe have special importance to you.

Here's how to use this exercise instrument. For each Power Skill, circle an H (high), M (medium) or L (low) in the *1st Pass* column to designate how important you believe this behavior is to you in helping you improve your performance with the potential goal of achieving exceptional performance. Afterwards, count the number of Power Skills that were assigned an *H*. The objective is to end this exercise with your top three selections. If the count of behaviors assigned an *H* is more than three, then repeat the exercise only for those behaviors that were assigned an *H* and circle the appropriate H, M or L in the *2nd Pass* column.

For example, if the outcome from the first pass was that 10 Power Skills were assigned an *H* then relook at only these 10 Power Skills and decide, relevant to each other, which Power Skills are rated an H, M or L. If you still have more than three Power Skills assigned an *H* then perform the exercise again using the *3rd Pass* column. Hopefully you will identify your three most important Power Skills within three passes; if not, continue this exercise until you have your top three behaviors identified.

Before proceeding, I have a tip for you that may help you zero in on your top three Power Skills with which to focus. Look back at the answers you circled for each of the 67 questions in the questionnaire. You can ask yourself the following question for each of the 67 questions and answer by selecting from five possible answers:

Are you satisfied with your score?
5-Very 4-Satisfied 3-Somewhat 2-Hardly 1-Not satisfied

This exercise can help you find the Power Skills that you were least satisfied with your mastery. Of course, keep in mind you will be attempting to identify the top three Power Skills to focus on. Not being satisfied with your response doesn't guarantee that Power Skill will be one of the top three to work on, but it will garner your attention as a possible candidate to consider.

Now identify your top three Power Skills.

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Power Skill

1st Pass 2nd Pass 3rd Pass

Break the rules occasionally. Oftentimes, you will find that following conventional rules will not effectively or efficiently solve an issue.	H M L	H M L	H M L
Never avoid necessary confrontation. Always give problems the sense of urgency and importance they deserve.	H M L	H M L	H M L
Routinely practice boldness and courage to be a consistently effective leader. Your behavior drives your success.	H M L	H M L	H M L
Think for yourself. Challenge tradition, authority, and the status quo in a professional and mature manner. Routinely question your own behaviors and actions.	H M L	H M L	H M L
Do not allow what others think about you to be more important than what you think about yourself. Listen for helpful snippets but remain in control of you.	H M L	H M L	H M L
Live in your present moments. Don't dwell on yesterday. Admit mistakes, learn from them, apply those lessons going forward... and move on.	H M L	H M L	H M L
Don't make it personal or take it personally. It's all about what's best for business.	H M L	H M L	H M L
Mind your own business first. Behave as if you own the business and your business is defined by your domain of responsibility.	H M L	H M L	H M L
Embrace integrity in all that you do. Listen to your inner voice and treat it as the wise and trusted friend it is.	H M L	H M L	H M L
Manage daily to your top three priorities. They define your value and contributions and, ultimately, your career.	H M L	H M L	H M L
Trust but verify; Inspect what you expect. Strive to build trust among project stakeholders, but insist on metrics, checks and balances, and other tools to ensure outcomes are being met.	H M L	H M L	H M L
Treat others as you would like to be treated. You will be remembered and revered for how you made others feel.	H M L	H M L	H M L
Think like a leader. It's not about the ability of those around you to lead; it's about your ability to lead, regardless of what is happening around you.	H M L	H M L	H M L
Treat all project members equally. All project members, regardless of where they come from or to whom they report, must be held accountable for their commitments.	H M L	H M L	H M L
Understand and practice empowerment. Understand your job, take ownership of it, and do whatever is necessary — within legal and ethical parameters — to accomplish it.	H M L	H M L	H M L

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Seek out a mentor. We can learn far more and far faster when we can draw strength from those who have gone before us.	H M L	H M L	H M L
Treat your customer as if it matters... as if the future of your company and your employment rests upon your ability to satisfy your customer on the transaction being performed right now.	H M L	H M L	H M L
Promote mutual relationships. When your relationships are viewed as strong, more can get done in less time, with less stress, with greater productivity, and you probably like your job more.	H M L	H M L	H M L
Evaluate yourself daily. As professionals, self-assessments of our actions are essential for our continued growth, professional maturity, and effectiveness.	H M L	H M L	H M L
Promote diversity, equity, and inclusivity. Benefits include employees are more engaged, feel more appreciated and respected, and their commitment, trust and morale increase. However, DEI must be implemented fairly and justly.	H M L	H M L	H M L
Be a Champion for Work-Life Balance. Almost everyone wishes they had realized the importance of work-life balance sooner rather than later. Doing so can mean less regrets and a more deliberate life. But whatever your age, you can still seize control and drive towards the balance you most desire.	H M L	H M L	H M L
Have fun in your work. Finding fun in your job is important at so many levels from benefiting your productivity, increasing motivation, reducing stress, making your day go faster, and boosting your career enjoyment.	H M L	H M L	H M L
Decide who you choose to be. This book is exposing you to important Power Skills that can change your career and your life. You can cherry pick the Power Skills you choose to embrace or go all out and seriously consider them all when their use can make a difference.	H M L	H M L	H M L

Be a good actor. Continuously work at being the person you choose to be. You first identify a Power Skill to adopt. Then you act on that thought to replace an old behavior with the more desirable behavior.	H M L	H M L	H M L
	H M L	H M L	H M L
	H M L	H M L	H M L
	H M L	H M L	H M L
	H M L	H M L	H M L
	H M L	H M L	H M L

After you have identified your top three Power Skills, return to *Appendix C. Performance Improvement Plans* in the book and follow the instructions to develop plans that will help you improve your Power Skills in these areas.