

**ACTIVITY 14.1 | Valued Management Competencies for Success in a Global World: What Is and What Might Be**

In the first column, list 10 important traits your company looks for in someone it promotes to a leadership position. In the second column, list competencies it should look for in today's global business environment. You are looking for a gap between what qualities you currently reward and what this era demands. There may be overlap, but identify any necessary competencies that are missing.

Currently valued traits and competencies we select for:	Traits and competences we should also select for:
1. _____	_____
2. _____	_____
3. _____	_____
4. _____	_____
5. _____	_____
6. _____	_____
7. _____	_____
8. _____	_____
9. _____	_____
10 _____	_____

Now go back and place a check by any of these traits that you have, in either of the two columns. Do these traits desired in the first column disadvantage or advantage any particular group(s)? Explain, for example, that it is very important to speak out at meetings and offer suggestions but our colleagues from Thailand have a hard time doing this.

What can the organization do to make certain that particular populations of employees are not disadvantaged or unconsciously ignored?

\_\_\_\_\_

\_\_\_\_\_

What traits do you see that currently hold people back, creating barriers to promotion?

\_\_\_\_\_

\_\_\_\_\_

What are the advantages in these traits? In other words, what is the flip side and what do these traits offer our organization or team?

\_\_\_\_\_

\_\_\_\_\_

Who in the organization needs to think about a more expanded set of competences?

\_\_\_\_\_

\_\_\_\_\_