**Instructions:**

1. **Self:** Rate yourself for each competency by filling in the bubbles marked under the column “self” on a level of 1 - 5, as shown below. Consider asking your manager to rate your competencies, too, to get more thorough input.

2. **Priority:** Using the Gen-Flex tool on the opposite side, begin a plan to move towards mastery, prioritizing the items needed immediately.

```
1 — 2 — 3 — 4 — 5
Needs Development  Mastery
```

<table>
<thead>
<tr>
<th>COMPETENCY</th>
<th>SELF</th>
<th>MANAGER</th>
<th>PRIORITY</th>
<th>COMMENTS</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Demonstrates Awareness of Generational Differences:</strong> Shows an understanding of generational workplace behavioral biases; has appropriate reactions to and makes accommodations for others based on one’s understanding.</td>
<td>1 2 3 4 5</td>
<td>1 2 3 4 5</td>
<td></td>
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</tr>
<tr>
<td><strong>Communicates Effectively with Individuals Across Generations:</strong> Demonstrates awareness of generational communication preferences and attempts to adapt or accommodate to ensure optimal communication is achieved.</td>
<td>1 2 3 4 5</td>
<td>1 2 3 4 5</td>
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<tr>
<td><strong>Builds Relationships with Individuals of All Generations:</strong> Expects an interest in and makes efforts to build meaningful connections and relationships within and across all generations.</td>
<td>1 2 3 4 5</td>
<td>1 2 3 4 5</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Makes Decisions with All Generations’ Perspectives in Mind:</strong> Demonstrates the ability to make decisions that consider all generational preferences represented on the team; actively seeks input from other generations before making decisions.</td>
<td>1 2 3 4 5</td>
<td>1 2 3 4 5</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Effectively Build Multi-Generational Teams:</strong> Recognizes the value of a multi-generational team; intentionally works to integrate members of other generations into the team.</td>
<td>1 2 3 4 5</td>
<td>1 2 3 4 5</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Effectively Leads Multi-Generational Teams:</strong> Demonstrates awareness of one’s own generational preference in leadership; carefully considers and leads with balanced consideration of other generational preferences of the team.</td>
<td>1 2 3 4 5</td>
<td>1 2 3 4 5</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
A step-by-step tool for leaders to examine how their generational preferences and biases influence their leadership approach on a case-by-case basis.

**DISCOVER**

**Evaluate the Situation:**
- Am I asserting a generational preference?
- Is the other person?
- Is it important/necessary for either of us to be doing so or not doing so?

**Determine the Impact:**
- What if we both continue asserting our preferences?
- What if one or both of us stop?

**ENGAGE**

**Discuss the Situation:**
- Engage in dialogue
- Discuss and agree on the root of the issue and its impact.

**Evaluate Options:**
- Share desired outcomes
- Determine options in consideration of:
  - Company policies
  - Other applicable limitations

**Agree to a Specific Course of Action:**
- Identify and commit to next steps.

**IMPLEMENT**

**Execute:**
- Implement the agreed upon changes

**Monitor and Measure:**
- Determine if the changes are producing the desired results
- Make course corrections (if needed)

Exercise comes from the Leading Generations half-day training program