

WORKSHEET: COMPETENCY ASSESSMENT

IDENTIFY KEY COMPETENCIES

Using Table 1 in the **Assessing Your Skills and Competencies** chapter as a reference, select 5-10 competencies that you consider critical to advancing your career at this point in time. List these competencies in the **Competency Assessment** template provided as a spreadsheet. The competencies you select may be, for example, competencies required for a position you are targeting in your organization, or that are constantly asked for in job descriptions for the type of BA position and industry you've been applying for, or simply skills that you know you need in order to expand your current role. Include the important competencies regardless of your level of proficiency in them (i.e., list even skills in which you think you already excel, if important for your current situation).

Complement your list with other competencies that may not be included in Table 1 but are equally important in your situation (e.g., look for things that are listed as requirements for more senior positions in your organization, or consistently described in job descriptions in the market you are targeting, or characteristics shared by more senior BAs in your company).

For each competency, identify the details behind why the competency is important to your current work situation. For example, if you select "Enterprise Analysis" your reason might be "Required for getting involved in more complex projects supporting overall processes and cross-functional areas in the organization."

PERFORM A SELF-ASSESSMENT

Ask yourself pertinent questions related to the skill you are evaluating, to determine your present level in each of the relevant skills. For example:

Facilitation Skills (Meeting Moderation)

- 1) How comfortable do I feel moderating meetings?
- 2) Do I find it easy to move through the agenda in the time available and accomplish the meeting goals?
- 3) Do people seem comfortable having me as the meeting moderator? Do I see a pattern of someone else jumping in to help keep the meeting on track?

With questions such as these, you may conclude, for instance, that you feel very comfortable moderating small meetings with peers, but get nervous in bigger meetings, or when senior management is present. If you are looking to create more exposure in the company moderating meetings with important stakeholders, this a competency gap that you will want to work on.

If you are feeling stuck, consider the IIBA competency model and self-assessment tool for more detail. There you will find detailed questions and criteria about how to evaluate yourself against many of the competencies listed in Table 1. Other resources include web or forum searches about the selected topic, evaluating how others have defined success for any given competency or skill.

Use the form on page 3 to capture your key competencies, assessment, and desired future state.

ASK FOR OBJECTIVE FEEDBACK FROM RELEVANT AUDIENCES

Bring your list of key competencies and self-assessment results to a few people that can help confirm and expand your conclusions about the key competencies to focus on: your supervisor, a business representative, a colleague BA, a mentor, someone who works for an industry you are trying to break into.

Identify individuals from whom it would be worthwhile to seek feedback:

Person	Relationship	Perspective (why their feedback will be valuable)

Identify some questions to ask each person. With some individuals you might want to review your assessment in detail. With others, you might want to ask for feedback on specific competencies.

Questions that you might want to ask (depending on the person you are talking to) include:

- Do you agree with the list of key competencies I have created? (Be specific about your current aspirations - become a more attractive candidate for an internal promotion, successfully apply for certain jobs in another industry, get more visibility in your company, etc.)
- Do you see anything important missing on this list?
- Do you agree with my assessment of the areas I'm stronger and the areas I need to focus on?

As you meet with each individual, take careful notes and record their feedback. After meeting with everyone you identified, adjust your list of key competencies accordingly.

PRIORITIZE YOUR COMPETENCY GAPS

Identify the few areas you want to work on first, asking yourself the following questions:

- What are the skills in my list of competencies that would yield more results if immediately developed or improved?
- Which areas would be easier/faster for me to become more proficient in? Which would require more investment in time or money than what I have available right now?
- Based on your responses, you can determine which competencies would make more sense to develop first. You don't have to order all the competencies on your list by priority; focus on the 1-3 that will be your top priorities, and after you have accomplished the improvements you wanted to obtain in those areas, go back to your list to select your next priorities.