



ENLIGHTENED LEADERS NETWORK

Knowledge, Skills, and Abilities

You are now ready to explore the fourth factor of your Authentic Vocation, knowledge, skills, and abilities. During your career thus far, you have developed some knowledge through schooling, further honed your natural aptitudes, and developed other skills on the job. On this worksheet you can assess how these assets fit into the most commonly sought functional areas, simply by indicating whether you have managed or supervised that function, trained others in that skill, used that skill in a “hands-on” way, or obtained education in that skill.

Functional Skill Sets

Jobs consist of a combination of functional and/or technical skill sets, with management required in many areas/jobs. You have probably used, in varying degrees, some of the skills from several of the following functional areas:

- **Management**
- **Operations/Manufacturing/Distribution**
- **Research and Development**
- **Sales and Marketing**
- **Corporate Communications**
- **Administration**
- **Legal**
- **Information Systems/
Information Technology/Internet**
- **Human Resources**
- **Finance**
- **Creative/Artistic/Musical**
- **Graphic Design/Desktop Publishing**

On the checklists on the following pages, review each functional skill set and check each box that applies in each area:

- Management (M): supervised others *in* that function
- Training (T): trained others in how to do it
- Hands-on experience (H): performed the task directly
- Education (E): learned about it in school, whether or not used at work

Remember to read all sections, because your expertise overlaps from one skill set to another. But first, we look at management generically, since those skills are used in conjunction with other functional areas by those in management roles.

Note: Do not become discouraged if your knowledge, skills, and abilities fall primarily in one or two areas; your coach will help you use the results strategically in your career design.



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Management

Management encompasses supervising others or getting tasks done through others. Following are general skills used in management: add any not mentioned as required.

M = Management; **T** = Training; **H** = Hands-on experience; **E** = Education

M T H E

- - - - Budgeting
- - - - Business Planning
- - - - Business Reengineering
- - - - Change Management
- - - - Consolidation
- - - - Corporate Finance
- - - - Cost Control
- - - - Cross-Functional Teams
- - - - Decision Making
- - - - Developing Policies
- - - - Diversification
- - - - Divestitures
- - - - Employee Evaluations
- - - - Financing-Public/Private
- - - - Government Relations
- - - - Growth Strategies
- - - - Hiring/Firing
- - - - International Mgmt
- - - - Investor Relations
- - - - IPO Strategy/Positioning
- - - - Joint Ventures

M T H E

- - - - Labor Relations
- - - - Manager Development
- - - - Mergers & Acquisitions
- - - - Methods & Measures
- - - - Multi-Site Management
- - - - Negotiations
- - - - Officer/Board Member
- - - - Organiz'l. Development
- - - - P&L
- - - - Project Management
- - - - Resource Management
- - - - Restructuring
- - - - Staff Development
- - - - Business Start-up
- - - - Strategic Partnerships
- - - - Strategic Planning
- - - - Supervision
- - - - Turnarounds



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Operations/Manufacturing/Distribution Function

This function includes the day-to-day operations that enable the company to attain its daily goals in making a product, getting the product to the wholesaler and/or customer, or performing a service.

M T H E

- - - - Assembly
- - - - Automation Engineering
- - - - Bidding
- - - - Call Center Operations
- - - - Configuration
- - - - Construction
- - - - Continuous Process Improvements
- - - - Contract Management
- - - - Control Systems
- - - - Distribution/Transportation
- - - - Document Control Management
- - - - Environmental Issues
- - - - Equipment Design
- - - - Equipment Maintenance & Repair
- - - - Equipment Management
- - - - Facility Management/Leases
- - - - Fleet Management
- - - - Installation
- - - - Inventory Control
- - - - ISO 9000 series
- - - - JIT / WIP / MRP
- - - - Labor Control
- - - - Lean Manufacturing
- - - - Logistics
- - - - Maintenance
- - - - Manpower Planning/Budgeting
- - - - Manufacturing Engineering
- - - - Materials Handling/Management
- - - - Methods & Standards
- - - - Multi-Shift Management
- - - - New Product Development

M T H E

- - - - Operations Research
- - - - Operations Supervision
- - - - Order Processing
- - - - Outsourcing
- - - - Plant Design & Layout
- - - - Policies & Procedures
- - - - Process Control Supervision
- - - - Process Engineering
- - - - Production Planning
- - - - Project Coordination
- - - - Project Management
- - - - Prototype Operations
- - - - Purchasing/Procurement
- - - - Quality Assurance/Control
- - - - Safety Engineering
- - - - Service Support
- - - - Scheduling
- - - - Shipping & Receiving
- - - - Start-up Operations
- - - - Supply Chain Management
- - - - Theory of Constraints Mfg
- - - - TQM
- - - - Traffic Management
- - - - Troubleshooting
- - - - Vendor Coordination
- - - - Warehousing



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Research & Development Function

R&D applies the processes, operations, and techniques of science and technology to create and improve products, processes, and services that may benefit an enterprise, an institution, or a society.

M T H E

- - - - Applied Research
- - - - Basic Research
- - - - Chemical Engineering
- - - - Contract Administration
- - - - Design and Specifications
- - - - Diagnostics
- - - - Electrical Engineering
- - - - Engineering Support
- - - - Environmental, Health, & Safety
- - - - Feasibility Studies
- - - - Field Studies
- - - - Lab Management
- - - - Lab/Facility Design & Construction
- - - - Manufacturing/Engineering Liaison
- - - - Mechanical Engineering
- - - - Modeling
- - - - New Equipment Design
- - - - Patent Holder
- - - - Process Engineering
- - - - Product Applications
- - - - Product Development
- - - - Product Engineering

M T H E

- - - - Product Re-engineering
- - - - Product Testing
- - - - Program Development
- - - - Project Management
- - - - Prototype Development
- - - - Quality Control
- - - - R&D Management
- - - - Regulatory Compliance
- - - - Research Publications
- - - - Security
- - - - Service Development
- - - - Simulation Development
- - - - Software Tools
- - - - Statistical Analysis
- - - - Synthesizing
- - - - Technical Writing
- - - - Technology Evaluation
- - - - _____
- - - - _____
- - - - _____
- - - - _____
- - - - _____



ENLIGHTENED LEADERS NETWORK

Sales & Marketing Function

Marketing determines strategies/opportunities to sell profitably and directs the flow of goods from producer to domestic or international consumers or users. The sales function must then achieve the targeted objectives and complete the transaction with the end user.

M T H E

- - - - Account Management
- - - - Advertising
- - - - Brand Management
- - - - Budgeting/Expense Control
- - - - Business Development
- - - - Channel Marketing
- - - - Collateral Development
- - - - Compensation Plans
- - - - Competitive Analysis
- - - - Contract Negotiations
- - - - Convention Planning
- - - - Corporate Identity
- - - - Customer Relations/Service
- - - - Direct Sales
- - - - Distribution Channels
- - - - Distributor Relations
- - - - Ecommerce/B2B
- - - - Field Liaison
- - - - Field Sales (Outside Sales)
- - - - Forecasting
- - - - Goal Setting
- - - - Image Development
- - - - Import / Export
- - - - Incentive Programs
- - - - Inside Sales
- - - - International Business Development
- - - - International Expansion
- - - - Logo Development
- - - - Market Research & Analysis
- - - - Market Rollout
- - - - Marketing Communications
- - - - Marketing Plans
- - - - Marketing Promotions
- - - - Media Buying/Evaluation
- - - - Media Relations
- - - - Merchandising
- - - - Multi-Media Presentations
- - - - New Account Sales

M T H E

- - - - New Product Development
- - - - Online Marketing & Advertising
- - - - Packaging
- - - - Pricing
- - - - Product Demonstrations
- - - - Product Introduction/Launch
- - - - Product Line Development
- - - - Product Management
- - - - Product Publishing/Sales
- - - - Product Sourcing
- - - - Product Specifications
- - - - Proposal Writing
- - - - Radio Media
- - - - Sales Administration
- - - - Sales Analysis
- - - - Sales Forecasting
- - - - Sales Kits
- - - - Sales Management
- - - - Sales Presentations
- - - - Sales Promotions
- - - - Sales Recruiting
- - - - Sales Support
- - - - Sales Training
- - - - Showrooms
- - - - Strategic Alliances/Partnerships
- - - - Strategic Planning
- - - - Supply Chain Analysis
- - - - Supply Chain Management
- - - - Survey Design
- - - - Technical Sales Support
- - - - Telemarketing
- - - - Television Media
- - - - Territory Development
- - - - Tradeshows
- - - - Trend Analysis
- - - - Video Productions



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Corporate Communications Function

The corporate communications function is responsible for planning, executing, and coordinating relationships of the company and its representatives with the company's various constituents to achieve acceptance of the company, its objectives, and its conduct. It also involves acquiring knowledge of the business environment required for review and attainment of the company's objectives.

M T H E

- — — — Business to Business Communication
- — — — Community Affairs/Relations
- — — — Corporate Image
- — — — Corporate Philanthropy
- — — — Corporate Publications
- — — — Corporate Relations
- — — — Educational Programs
- — — — Employee Communications
- — — — Employee Newsletters
- — — — Event Planning
- — — — Fund Raising
- — — — Government Affairs/Relations
- — — — Industry/Association Relations
- — — — Internet Communications

M T H E

- — — — Investor Collateral
- — — — Media Presentations
- — — — Press Releases
- — — — Proposal Writing
- — — — Public Relations
- — — — Public Speaking
- — — — Risk Management Communication
- — — — Shareholder Relations
- — — — Speech Writing
- — — — Trade Relations
- — — — Web Site Development-html
- — — — _____
- — — — _____
- — — — _____

Human Resources Function

Broadly stated, human resources or HR, refers to selection, staffing, development, and utilization of an organization's human capital (i.e., employees). Organizations design HR programs to develop their staff to their fullest capacities and to maintain ongoing worker commitment.

M T H E

- — — — Affirmative Action
- — — — Arbitration/Mediation
- — — — Benefits Vendor Management
- — — — Career Counseling
- — — — Career Development
- — — — Classified Advertisements
- — — — Company Orientation
- — — — Compensation & Benefits
- — — — Computer Based Training
- — — — Corporate Culture & Change

M T H E

- — — — Cost Benefit Analysis
- — — — Course Development
- — — — Diversity
- — — — Downsizing
- — — — EEOC Compliance
- — — — Employee Coaching
- — — — Employee Communications
- — — — Employee Discipline
- — — — Employee Relations
- — — — Employee Selection



ENLIGHTENED LEADERS NETWORK

– – – – Executive Recruiting	– – – – Records Management
– – – – Grievances	– – – – Recruiting
– – – – HR Generalist	– – – – Relocation
– – – – HRIS	– – – – Salary Administration
– – – – Human Resources Management	– – – – Succession Planning
– – – – Industrial Relations	– – – – Team Building
– – – – Interactive Training (Internet)	– – – – Training
– – – – International Employees	– – – – Training Administration
– – – – Job Analysis	– – – – Union Coordination
– – – – Job Competencies	– – – – Wage / Rate Analysis
– – – – Labor Negotiations	– – – – Workers' Compensation
– – – – Network Operations	– – – – Workforce Forecasting/Planning
– – – – Organizational Development	– – – – Workforce Security
– – – – Outplacement	– – – – _____
– – – – Performance Measurement	– – – – _____
– – – – Policies & Procedures	– – – – _____
– – – – Psychological Assessment	– – – – _____

Finance Function

The finance function plans, directs, controls, and measures the results of a company's monetary operations. In addition, it strives to secure adequate operating funds at minimum cost, invest surplus funds to best advantage, and maintain a strong financial reputation for the company. It also involves maintaining records and preparing reports to meet corporate legal and tax requirements as well as measuring the results of the company operations.

M T H E

– – – – Accounting Management
– – – – Accounts Payable
– – – – Accounts Receivable
– – – – Acquisitions & Mergers
– – – – Actuarial / Rating Analysis
– – – – Angel Funding
– – – – Auditing
– – – – Banking Relations
– – – – Budget Control
– – – – Budgeting
– – – – Capital Budgeting
– – – – Capital Investment
– – – – Cash Management
– – – – Cost Accounting
– – – – Cost Control
– – – – Credit / Collections
– – – – Debt Negotiations

M T H E

– – – – Economic Studies
– – – – Equity/Debt Management
– – – – Feasibility Studies
– – – – Financial Analysis
– – – – Financial Planning
– – – – Financial Reporting
– – – – Financial Software Packages
– – – – Financing
– – – – Forecasting
– – – – Foreign Exchange
– – – – General Ledger
– – – – Insurance
– – – – Internal Controls
– – – – Investor Relations
– – – – IPOs
– – – – Lending
– – – – Lines of Credit



ENLIGHTENED LEADERS NETWORK

– – – – Management Reporting	– – – – Special Reports
– – – – New Business Development	– – – – Stockholder Relations
– – – – Operations Research/Analysis	– – – – Systems Installation/Training
– – – – Payroll	– – – – Taxes
– – – – Pension & Fund Management	– – – – Treasury
– – – – Pricing / Forecast Modeling	– – – – VC/Investor Presentations
– – – – Private Placements	– – – – Venture Capital Relations
– – – – Profit Planning	– – – – _____
– – – – Risk Management	– – – – _____
– – – – Road Shows	– – – – _____
– – – – SEC Reporting	– – – – _____

Administration Function

Administration deals with support services, primarily focused on the facilities and related matters. It oversees all aspects of logistics and the physical plant.

M T H E

– – – – Concierge
– – – – Construction
– – – – Contract Negotiations
– – – – Office Staff Training/Supervision
– – – – Credit Transactions
– – – – Customer Service
– – – – Equipment Purchasing
– – – – Facility Management
– – – – Forms and Methods
– – – – HVAC
– – – – Leases
– – – – Library
– – – – Logistics
– – – – Telecommunications

M T H E

– – – – Office Management
– – – – Office Relocations
– – – – Mailroom
– – – – Office Equipment
– – – – Parking
– – – – Policies & Procedures
– – – – Project Management
– – – – Real Estate
– – – – Reception
– – – – Records Management
– – – – Security
– – – – Space Planning
– – – – Utilities
– – – – _____

Legal Function

Those in the legal function perform tasks and responsibilities required by law or the by-laws of the corporation; appraise and advise the company of all phases of its operations and relations from a legal standpoint; counsel on, prepare documents required by, and represent the company in connection with governmental controls, requirements, and statutory obligations. This function is not restricted to attorneys: many managers, HR staff, and others perform these tasks.



ENLIGHTENED LEADERS NETWORK

M T H E

- - - - Anti-Piracy Investigation
- - - - Antitrust
- - - - Board of Director Affairs
- - - - Case Management
- - - - City, County, State Issues
- - - - Contract Administration/Mgmt
- - - - Copyrights & Trademarks
- - - - Corporate Secretary
- - - - Documentation
- - - - EEO, OSHA, EPA, FDA, etc.
- - - - Employment Law
- - - - Federal Issues
- - - - Financial Regulations
- - - - Government Contracts
- - - - Government/Legislative Affairs
- - - - Incorporation
- - - - Intellectual Property
- - - - International Agreements
- - - - Labor Issues
- - - - Leases & Records

M T H E

- - - - Legislative Affairs
- - - - Licensing
- - - - Litigation
- - - - Lobbying
- - - - Mergers & Acquisitions
- - - - Patents
- - - - Political Relations
- - - - Purchase Agreements
- - - - Real Estate Law
- - - - Regulatory Compliance
- - - - Safety Regulations
- - - - Securities Registration
- - - - Shareholder Proxies
- - - - Stock Administration
- - - - Taxes
- - - - Transactions
- - - - _____
- - - - _____
- - - - _____
- - - - _____

Information Systems/Information Technology/Internet Function

Those in this field work with hardware, software, networks, data, and personnel supporting business objectives in high-tech areas.

M T H E

- - - - Analog Design
- - - - Algorithm Development
- - - - Applications Database Admin.
- - - - Applications Development
- - - - ASP Applications Systems Provider
- - - - Broadband Networks
- - - - Business Systems Planning
- - - - Cabling
- - - - Capacity Planning
- - - - Chip Design
- - - - CRM-Client Relationship Mgmt
- - - - Computer Aided Design
- - - - Computer Architecture
- - - - Computer Configuration
- - - - Computer Interface
- - - - Computer Operations

M T H E

- - - - Computer Selection
- - - - Computer Systems Conversion
- - - - Data Center Operations
- - - - Data Mining
- - - - Data Processing Management
- - - - Data Security
- - - - Database Administration
- - - - Database Development
- - - - Desktop Publishing
- - - - Desktop Video Publishing
- - - - Diagnostics
- - - - Digital Design
- - - - Digital Signal Processing
- - - - Distributed Processing
- - - - Ecommerce/B2B
- - - - Electronic Data Interface (EDI)



ENLIGHTENED LEADERS NETWORK

- | | | | |
|----------|------------------------------------|----------|--------------------------------|
| -- -- -- | Enterprise Asset Management (EAP) | -- -- -- | Software Engineering |
| -- -- -- | Enterprise Level Applications | -- -- -- | Spreadsheets |
| -- -- -- | Enterprise Resource Planning (ERP) | -- -- -- | Supplier Integration |
| -- -- -- | Equipment Selection | -- -- -- | Systems Analysis |
| -- -- -- | Field Support Engineering | -- -- -- | Systems Applications |
| -- -- -- | Game Design | -- -- -- | Systems Development |
| -- -- -- | Graphics | -- -- -- | Systems Design |
| -- -- -- | Hardware Management | -- -- -- | Systems Testing |
| -- -- -- | HTML/XML | -- -- -- | Systems/Software Installation |
| -- -- -- | Information Management | -- -- -- | Systems/Software Training |
| -- -- -- | Information Technology Admin. | -- -- -- | Technical Evangelism |
| -- -- -- | Integration Software | -- -- -- | Technical Support/Help Desk |
| -- -- -- | Intranet Development | -- -- -- | Technical Writing |
| -- -- -- | Languages – Java, C++, etc. | -- -- -- | Telecommunications |
| -- -- -- | Linear Programming | -- -- -- | Test Engineering |
| -- -- -- | Linux Operating System | -- -- -- | Tracking Systems |
| -- -- -- | Methodology Engineering | -- -- -- | UNIX |
| -- -- -- | Microprocessors | -- -- -- | Usability Engineering |
| -- -- -- | Modeling | -- -- -- | User Education/Documentation |
| -- -- -- | Multiplexors | -- -- -- | User Interface |
| -- -- -- | Network Engineering | -- -- -- | Vendor Relations |
| -- -- -- | Network Operations Management | -- -- -- | Vendor Sourcing |
| -- -- -- | Object Oriented Development | -- -- -- | Voice & Data Communications |
| -- -- -- | Office Automation | -- -- -- | Web Development/Graphic Design |
| -- -- -- | Performance Monitoring | -- -- -- | Website Content Writer |
| -- -- -- | Peripheral Equipment | -- -- -- | Website Editor |
| -- -- -- | Portal Design/Development | -- -- -- | Wireless Systems |
| -- -- -- | Process Development | -- -- -- | Word Processing |
| -- -- -- | Programming / Coding | -- -- -- | _____ |
| -- -- -- | Project Management | -- -- -- | _____ |
| -- -- -- | Release Management | -- -- -- | _____ |
| -- -- -- | Software Customization | -- -- -- | _____ |
| -- -- -- | Software Development | -- -- -- | |



ENLIGHTENED LEADERS

NETWORK

Graphic Design/Desktop Publishing Function

This function involves using the visual arts to create marketing and advertising materials, Web content, and similar collateral pieces for use in promotion.

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|---------|-----------------------------------|---------|-----------------------------------|
| - - - - | QuarkXPress | - - - - | Photo Scanning |
| - - - - | Illustrator | - - - - | Understanding Print Bids |
| - - - - | FreeHand | - - - - | Process Color |
| - - - - | Dreamweaver | - - - - | Spot Color |
| - - - - | HTML coding | - - - - | Creative copy writing |
| - - - - | Troubleshooting, problem solving | - - - - | Typography |
| - - - - | FTPing on Internet | - - - - | Typing |
| - - - - | Emailing files, attachments | - - - - | Formatting typing |
| - - - - | Uploading files to Internet | - - - - | Web press |
| - - - - | Preparing Presentations | - - - - | Sheet press |
| - - - - | Creating Client Mock-ups | - - - - | Creating die cuts |
| - - - - | Color Correction | - - - - | Naming conventions for file mgmt. |
| - - - - | Color Theory | - - - - | Package design |
| - - - - | Photoshop | - - - - | Printing terminology, process |
| - - - - | InDesign | - - - - | Communication skills |
| - - - - | Adobe Acrobat | - - - - | Team player/manager |
| - - - - | Flash | - - - - | Able to meet deadlines |
| - - - - | Action Scripting | - - - - | Client relations skills |
| - - - - | Convert from Mac to PC, PC to Mac | - - - - | Professionalism |
| - - - - | Organizing Work Flow | - - - - | Networking and social skills |
| - - - - | Project Management | | |
| - - - - | Mounting Artwork | | |
| - - - - | Pre-press, Production work | | |

Creative/Artistic/Musical Function

People with creative, artistic, or musical skills use these abilities in creative expression, often outside the context of the corporate environment.

- | | | | |
|---------|-------------------------|---------|---|
| - - - - | Manual Dexterity | - - - - | Ability to improvise |
| - - - - | Fine Motor Control | - - - - | Intuition, Silencing Inner Critic |
| - - - - | Eye-hand coordination | - - - - | Computer Design |
| - - - - | Drawing | - - - - | Musical Composition |
| - - - - | Musical Ear | - - - - | Rhythm, Theory, Application |
| - - - - | Orientation to Detail | - - - - | Visual Composition (balance, form, color) |
| - - - - | Imagination, Creativity | | |