

13 - Interpersonal Effectiveness - The ability to notice, interpret, and anticipate others' concerns and feelings, and to communicate this empathetically to others.

	Basic	Proficient	Advanced
Professional/ Specialist	<ul style="list-style-type: none"> • Knows the interests of others • Notices what others are feeling, • Identifies how others will react to a situation • Hears people's ideas and concerns • Does not always understand both the strengths and weaknesses of others • Understands the unspoken meaning in most situations • Says or does things that at times address others' concerns • Does not always find non-threatening ways to approach others about sensitive issues • Tries to makes others feel comfortable 	<ul style="list-style-type: none"> • Understands the interests and important concerns of others • Notices and accurately interprets what others are feeling, based on their choice of words, tone of voice, expressions, and other nonverbal behavior • Anticipates how others will react to a situation • Listens attentively to people's ideas and concerns • Understands both the strengths and weaknesses of others • Understands the unspoken meaning in a situation • Says or does things to address others' concerns • Finds non-threatening ways to approach others about sensitive issues • Makes others feel comfortable by responding in ways that convey interest in what they have to say 	<ul style="list-style-type: none"> • Understands and addresses the personal and professional interests and important concerns of others • Notices, accurately interprets, and takes into account what others are feeling, based on their choice of words, tone of voice, expressions, and other nonverbal behavior • Accurately predicts how others will react to a situation and plans ahead to deal with their reaction • Listens attentively and clearly understands people's ideas and concerns • Clearly understands both the strengths and weaknesses of others • Clearly perceives and comprehends the underlying and unspoken meaning in a situation • Says or does things to constructively address others' concerns • Finds positive and non-threatening ways to effectively approach others about sensitive issues • Makes others feel very comfortable and relaxed by responding in ways that convey a personal interest in what they have to say

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Supervisor/ Manager	<ul style="list-style-type: none"> • Knows the interests of others • Notices what others are feeling, • Identifies how others will react to a situation • Hears people's ideas and concerns • Does not always understand both the strengths and weaknesses of others • Understands the unspoken meaning in most situations • Says or does things that at times address others' concerns • Does not always find non-threatening ways to approach others about sensitive issues • Tries to makes others feel comfortable 	<ul style="list-style-type: none"> • Understands the interests and important concerns of others • Notices and accurately interprets what others are feeling, based on their choice of words, tone of voice, expressions, and other nonverbal behavior • Anticipates how others will react to a situation • Listens attentively to people's ideas and concerns • Understands both the strengths and weaknesses of others • Understands the unspoken meaning in a situation • Says or does things to address others' concerns • Finds non-threatening ways to approach others about sensitive issues • Makes others feel comfortable by responding in ways that convey interest in what they have to say 	<ul style="list-style-type: none"> • Understands and addresses the personal and professional interests and important concerns of others • Notices, accurately interprets, and takes into account what others are feeling, based on their choice of words, tone of voice, expressions, and other nonverbal behavior • Accurately predicts how others will react to a situation and plans ahead to deal with their reaction • Listens attentively and clearly understands people's ideas and concerns • Clearly understands both the strengths and weaknesses of others • Clearly perceives and comprehends the underlying and unspoken meaning in a situation • Says or does things to constructively address others' concerns • Finds positive and non-threatening ways to effectively approach others about sensitive issues • Makes others feel very comfortable and relaxed by responding in ways that convey a personal interest in what they have to say

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Director/ Executive	<ul style="list-style-type: none"> • Knows the interests of others • Notices what others are feeling, • Identifies how others will react to a situation • Hears people's ideas and concerns • Does not always understand both the strengths and weaknesses of others • Understands the unspoken meaning in most situations • Says or does things that at times address others' concerns • Does not always find non-threatening ways to approach others about sensitive issues • Tries to makes others feel comfortable 	<ul style="list-style-type: none"> • Understands the interests and important concerns of others • Notices and accurately interprets what others are feeling, based on their choice of words, tone of voice, expressions, and other nonverbal behavior • Anticipates how others will react to a situation • Listens attentively to people's ideas and concerns • Understands both the strengths and weaknesses of others • Understands the unspoken meaning in a situation • Says or does things to address others' concerns • Finds non-threatening ways to approach others about sensitive issues • Makes others feel comfortable by responding in ways that convey interest in what they have to say 	<ul style="list-style-type: none"> • Understands and addresses the personal and professional interests and important concerns of others • Notices, accurately interprets, and takes into account what others are feeling, based on their choice of words, tone of voice, expressions, and other nonverbal behavior • Accurately predicts how others will react to a situation and plans ahead to deal with their reaction • Listens attentively and clearly understands people's ideas and concerns • Clearly understands both the strengths and weaknesses of others • Clearly perceives and comprehends the underlying and unspoken meaning in a situation • Says or does things to constructively address others' concerns • Finds positive and non-threatening ways to effectively approach others about sensitive issues • Makes others feel very comfortable and relaxed by responding in ways that convey a personal interest in what they have to say