

Skills typically developed at Massey

Cognitive	Organisational	Social and group
<ul style="list-style-type: none"> • Numerical competence • Collecting, selecting and ordering data • Making effective use of information • Observing and recording • Applying judgment and discrimination • Evaluating data, values and issues • Interpreting data, values and issues • Identifying and solving problems • Synthesising and integrating disparate elements • Formulating and testing hypotheses • Evaluating evidence • Précising • Summarising • Assessing 	<ul style="list-style-type: none"> • Time structuring and management • Setting/achieving goals • Thoroughness and attention to detail • Effective decision making • Facilitating others • Motivating others • Leading • Planning • Political awareness • Contracting • Initiating • Delegating • Scheduling • Coping with the unexpected 	<ul style="list-style-type: none"> • Encouraging, monitoring and criticising • Networking • Effectiveness in group interaction • Working co-operatively and constructively • Participating in teamwork • Sharing responsibilities • Willingness to learn from others • Assessing and evaluating others • Recognising, accepting and allowing for differences • Dealing with conflict, negativity, apathy or passivity • Handling controversy • Explaining, persuading, negotiating and influencing

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Communication	Creative	Change
<ul style="list-style-type: none"> • Technical presentation • Expressing ideas, feelings, opinions and judgments • Presenting information in effective written form appropriate to the purpose and reader • Editing • Communicating orally, in small or large groups • Giving and receiving feedback • Active listening • Questioning • Reflecting • Clarifying • Non-verbal communication • Clarity of expression • Fluency • Being articulate • Foreign language competence 	<ul style="list-style-type: none"> • Formulating hypotheses • Demonstrating capacity for invention • Establishing likenesses among things apparently unlike • Extrapolating from the known to the unknown • Capacity for vision • Ability to think laterally • Use of metaphors and analogies • Suspending judgement • Building on others' ideas • Being proactive 	<ul style="list-style-type: none"> • Responding effectively to change • Adapting concepts, skills and material to new situations • Adjusting to individual differences and to changing group characteristics and reactions • Recognising need for change • Coping with the unexpected • Showing capacity to improvise • Dealing with ambiguity • Role adaptability • Transfer and application of ideas and concepts

Self-management
<ul style="list-style-type: none"> • Self-awareness • Responsibly in planning your own work • Operating independently • Developing self-esteem • Developing self-confidence • Coping with and managing stress • Being assertive • Identifying personal potential and routes to achieving it • Managing personal/professional boundaries • Self-evaluation and assessment • Elimination of prejudice and stereotypes