Appendix 3

A. PERSONAL QUALITIES

1. **Malleable self theory**: belief that attributes (e.g. intelligence) are not fixed and can be developed
2. **Self-awareness**: awareness of own strengths and weaknesses, aims and values
3. **Self-confidence**: confidence in dealing with the challenges in employment and life
4. **Independence**: ability to work without supervision
5. **Emotional intelligence**: sensitivity to others’ emotions and the effects they can have
6. **Adaptability**: ability to respond positively to changing circumstances and new challenges
7. **Stress tolerance**: ability to retain effectiveness under pressure
8. **Initiative**: ability to take action unprompted
9. **Willingness to learn**: commitment to ongoing learning to meet the needs of employment and life
10. **Reflectiveness**: the disposition to reflect evaluatively on the performance of oneself and others

B. CORE SKILLS

11. **Reading effectiveness**: the recognition and retention of key points
12. **Numeracy**: ability to use numbers at an appropriate level of accuracy
13. **Information retrieval**: ability to access different information sources
14. **Language skills**: possession of more than a single language
15. **Self-management**: ability to work in an efficient and structured manner
16. **Critical analysis**: ability to ‘deconstruct’ a problem or situation
17. **Creativity**: ability to be original or inventive and to apply lateral thinking
18. **Listening**: focused attention in which key points are recognized
19. **Written communication**: clear reports, letters, etc., written specifically for the reader
20. **Oral presentations**: clear and confident presentation of information to a group
21. **Explaining**: orally and in writing
22. **Global awareness**: in terms of both cultures and economics

C. PROCESS SKILLS

23. **Computer literacy**: ability to use a range of software
24. **Commercial awareness**: understanding of business issues and priorities
25. **Political sensitivity**: appreciates how organisations actually work and acts accordingly
26. **Ability to work cross-culturally**: both within and beyond UK
27. **Ethical sensitivity**: appreciates ethical aspects of employment and acts accordingly
28. **Prioritizing**: ability to rank tasks according to importance
29. **Planning**: setting of achievable goals and structuring action
30. **Applying subject understanding**: use of disciplinary understanding from HE programme (e.g. marketing, finance, human resource mgmt. etc)
31. **Acting morally**: has a moral code and acts accordingly
32. **Coping with ambiguity and complexity**: ability to handle ambiguous and complex situations
33. **Problem-solving**: selection and use of appropriate methods to find solutions
34. **Influencing**: convincing others of the validity of one’s point of view
35. **Arguing for and/or justifying a point of view or a course of action**
36. **Resolving conflict**: both intra-personally and in relationships with others
37. **Decision making**: choice of the best option from a range of alternatives
38. **Negotiating**: discussion to achieve mutually satisfactory resolution of contentious issues
39. **Teamwork**: can work constructively with others on a common task

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