Gap Analysis

Gap analysis consists of (1) listing of attributes, competencies, and/or performance levels of the present situation ("what is"), (2) cross listing factors required to achieve the future objectives ("what should be"), and then (3) highlighting the gaps that exist and need to be filled.

This chart is intended to help guide your individual gap analysis, based on the leadership skills and competencies you have identified as important.

<table>
<thead>
<tr>
<th>You Have</th>
<th>Need To Have</th>
<th>Action</th>
<th>Anticipated Result</th>
<th>Key Player</th>
</tr>
</thead>
<tbody>
<tr>
<td>Team Building skills</td>
<td>I want to learn how to better manage team members who are more challenging to my style of leadership</td>
<td>To develop skills that can help me better understand group dynamics and help such team members improve in working in teams</td>
<td>Improved team spirit</td>
<td>Nancy, JEM MBTI</td>
</tr>
<tr>
<td>Listening skills</td>
<td>Gain skills to better support team conversations, as well as listening to senior managers and subordinates equally well</td>
<td>Participate in leadership workshops and courses where I can develop those skills</td>
<td>Improved listening skills at both the individual and group level; improved communications in the team; less passive behaviors b/c all team members talk openly about what works and what could be improved</td>
<td>Classes Toastmasters</td>
</tr>
<tr>
<td>Presentation skills</td>
<td>Improve my skills in speaking about public health, and learn how to gain active engagement of the audience</td>
<td>Participate in workshops or symposiums and/or take courses that team skills in PH speaking. Present at various activities/audiences</td>
<td>Improved public health speaking which will involve active engagement of the audience</td>
<td>Toastmasters Public Narrative class at HKS</td>
</tr>
</tbody>
</table>
## Sample Gap Analysis

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| Ability to work in teams  | Ability to work more effectively in teams by understanding strengths and weaknesses of team players | More team work exercises  
Self-assessment in groups  
Understanding the theory of team work | Better team player  
Increasing efficiency of outcomes of teamwork | Myself  
Feedback from other team players |
| Ability to communicate    | Clarity of thought for communication and articulating vision                 | Public speaking workshops  
Making speeches  
Articulating vision and thoughts with peers | Speeches with logic and structure  
Ability to be clear when communicating and clarity of thought with vision | Myself  
Feedback from peers on speeches  
One on ones with peers  
Writing class at HKS |
| Fear of failing           | The ability to learn from failures, rise up and move forward                 | Take part in activities and projects that are out of my comfort zone. Push my boundaries to areas I have never thought I would consider | Not being afraid of failures and being able to learn quickly and pick myself, reflect and move forward | Marshall Ganz course on organizing  
Student groups at HSPH |
| Ability to organize       | Ability to organize and prioritize.                                         | Undertake projects on extra-curricular basis and for classes          | Rank in terms of importance  
Priorities and organize.                                   | Involvement in projects  
Myself |
| Multicultural and diversity | Understand diversity, cultures and behaviors from individuals from across the world | Cross registration  
Take part in group projects, Spring Challenge and SLCC | Being able to communicate at all levels from people from all backgrounds. Will allow the ability to grow in confidence | Cross register to other Harvard Schools  
Join societies and clubs |
| Motivation                | What really motivates me                                                     | Take part in activities  
Go to diverse lectures and seminars  
Go to leadership talks - understand them and their perspective | Learn from others  
What motivates others? How did they decide?  
Better leader and understand myself | Leaders from the field  
Peers |
| Decision making and risk taking | Clarity of thought when making decisions. How to make decisions and stick to them? | Learn from class material  
Learn from peers  
SLCC  
Voices from the field | Better leader and understand myself more | Classes  
Seminars  
CPHL |