



# *Competency model*

*Version 1.1*

PEOPLE IMPROVE PERFORMANCE

# Behavioural competencies of PiCompany

## Competencies in the area of Management and Leadership

The Management and Leadership competency area comprises the competencies related to behaviour focused on directing, motivating and developing human resources at the level of both content and process.

- 1. Leadership:** Directing and guiding employees in the performance of their jobs; employing management styles and methods which are tailored to the employee/team and situation in question.
- 2. Coaching:** Directing and guiding an employee in the performance of his/her job; adapting coaching style to employee and situation so that the employee can develop optimally.
- 3. Group leadership:** Directing and guiding a group of employees in the performance of their tasks; establishing and maintaining the team spirit and joint activities needed to achieve a set goal.
- 4. Delegation:** Assigning one's own responsibilities and authority to the appropriate employees in an unambiguous manner; making effective use of employees' time and skills.
- 5. Planning and organising:** Determining goals and priorities effectively and stipulating the time, activities and resources required to achieve the set goals.
- 6. Management control:** Establishing and monitoring procedures to control and regulate employee tasks and activities as well as one's own tasks and responsibilities.

## **Competencies in the area of Enterprise**

The Enterprise competency area comprises the competencies related to behaviour focused on detecting and utilising market opportunities, anticipating and dealing with customer issues and achieving customer satisfaction and business advantage.

**7. Entrepreneurship:** Recognising market opportunities for both current and new products/services and considering them in a businesslike manner; taking risks to achieve a business advantage.

**8. Market orientation:** Demonstrating that one is well informed about market and technological developments.

**9. Customer orientation:** Investigating customer wishes and needs and acting accordingly; anticipating customer needs; giving high priority to service and customer satisfaction.

**10. Networking:** Constructing relationships and networks which are useful in achieving objectives; making effective use of informal networks to get things done.

## Competencies in the area of Analysis and Decision-making

The Analysis and Decision-making competency area comprises the competencies related to behaviour concerned with collecting, analysing and weighing data, placing data in a broader perspective, adopting standpoints and making well-considered decisions.

**11. Problem analysis:** Identifying problems; recognising significant information; making connections between data; tracing possible causes of problems; investigating relevant data.

**12. Judgement:** Drawing correct and realistic conclusions based on the information available.

**13. Decisiveness:** Active decision-making; committing oneself by expressing opinions, taking action.

**14. Vision:** Standing back from day-to-day activities; concentrating on major issues and long-term policy.

**15. Organisational sensitivity:** Recognising the effects and results of one's own decisions or activities on other parts of the organisation; recognising the interests of other parts of one's organisation.

**16. Extra-organisational awareness:** Demonstrating awareness of social, political and economic developments and using this knowledge effectively for one's own job or organisation.

**17. Learning ability:** Absorbing new information and ideas and applying them effectively.

**18. Creativity:** Coming up with original solutions for job-related problems; devising new working methods to replace current methods.

**19. Self-organisation:** Organising one's own work effectively by formulating objectives and planning activities; focusing available time and energy on major issues and critical problems.

## Competencies in the area of Communication

The Communication competency area comprises the competencies related to behaviour focused on mutual interaction and communication, personal demeanour and social skills.

**20. Oral communication:** Conveying ideas and opinions clearly to others, making use of unambiguous language, gestures and non-verbal communication; adapting language and terminology appropriately.

**21. Oral presentation:** Presenting ideas and facts clearly, making use of appropriate aids; tailoring presentation to needs of audience.

**22. Written communication:** Expressing ideas and opinions clearly in properly structured, well-organised and grammatically correct reports or documents utilising language and terminology appropriate to the reader.

**23. Listening:** Attentive listening, as demonstrated by the capacity to pick up significant information from verbal communications; continuing to ask questions; investigating reactions.

**24. Sensitivity:** Showing oneself to be aware of other people and the environment and of one's own influence on both. Behaviour reflecting recognition of the feelings of others.

**25. Persuasiveness:** Attempting to persuade others to adopt a certain standpoint and trying to come to agreement by making use of appropriate arguments and methods.

**26. Negotiating:** Communicating one's own standpoints and arguments effectively and pointing out common goals in a manner leading to agreement and acceptance by all parties.

**27. Impact:** Making and maintaining a favourable first impression on others; inspiring confidence in others.

**28. Teamwork:** Contributing actively to a joint result or solution to a problem, even when such teamwork concerns a matter which is not of immediate personal interest.

**29. Sociability:** Mingling effortlessly with other people; at ease when approaching others or on social occasions.

## **Competencies in the area of Personal behaviour**

The Personal behaviour competency area comprises the competencies related to behaviour which is determined to a great extent by people's personal, individual natures.

**30. Adaptability:** Maintaining effectiveness by adapting to changing circumstances, tasks, responsibilities and people.

**31. Stress tolerance:** Continuing to perform effectively when facing time pressure, adversity, disappointment and opposition.

**32. Independence:** Acting on the basis of one's own convictions rather than trying to please others; going one's own way.

**33. Tenacity:** Staying with a plan of action or point of view until the desired goal has been attained or is no longer reasonably attainable.

**34. Behavioural flexibility:** Modifying one's behaviour to reach a set goal when problems or opportunities arise.

## Competencies in the area of Motivation

The Motivation competency area comprises the competencies related to behaviour which is determined to a great extent by the personal attitude and motivation of individuals.

**35. Initiative:** Recognising opportunities and acting on them; self-starting rather than waiting passively to see what happens.

**36. Work standards:** Setting high standards regarding one's own work and acting accordingly; showing dissatisfaction with merely average performance.

**37. Ambition:** Displaying behaviour focused on reaching a higher position or assuming more responsibilities.

**38. Self-development:** Possessing insight into one's own strengths and weaknesses; on this basis, initiating activities to increase/enhance one's knowledge, skills and competencies in order to perform more effectively.

**39. Integrity:** Upholding generally accepted social and ethical standards in job-related activities.

**40. Discipline:** Complying with organisational policy and/or procedures; seeking confirmation from the proper authorities in case of ambiguous or changing circumstances.

**41. Organisational loyalty:** Bringing one's own behaviour into line with the culture, requirements, priorities and goals of the organisation.

**42. Results orientation:** Actively focused on achieving results and objectives; ready to take action in case of disappointing results.

**43. Quality orientation:** Setting high standards regarding the quality of products and services and acting accordingly.