

COMPETENCY SELECTOR 2.0

Competency Model PiC 43



Customer:	Date:
Consultant / Manager:	
Recruitment, role:	

Goal:

The target with a competency based job profile is to chose a **maximum of 6 essential / critical competencies (totally 43)**, to enable focusing solely on relevant areas regarding a specific job role in an interview / assessment situation. A common mistake when designing a competency based job profile is that everything is addressed as "important". While the most essential goals are in focus it is possible to end up with a job profile based upon a minimum number of requested behaviours. The candidate assessment then becomes objectively measurable and the result comparable.

Process:

- 1) mark the competencies that are non relevant for the role (non relevant)
- 2) mark the 12 most important competencies for the role (desirable or critical)
- 3) now give priority to 6 of the 12 competencies (critical)

Chose the critical behavioural competencies required to reach work goals. Please mark a maximum of 6 "critical" competencies below.

COMPETENCY	COMPETENCY DESCRIPTION	Mark (X)		
		Critical	Desirable	Non relevant
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.			
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.			
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.			
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.			
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.			
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.			