

Selecting Your Competencies



Interpersonal Skills	Stress Tolerance	Stability of performance under pressure and/or opposition. Makes controlled responses in stressful situations.
	Flexibility	Ability to modify own behaviour, ie adopt a different style or approach, to reach a goal.
	Openness to Change	Proactively supports change and effectively adapts own approach to suit changing circumstances or requirements.
	Tenacity	Ability to persevere with an issue or a problem until the matter is settled or the objective is no longer reasonably attainable.
	Independence	Actions based on own convictions rather than on a desire to please others. Is prepared to challenge others and has the courage to stand up for own belief in what is right.
	Integrity	Ability to maintain social, organisational and ethical norms in job related activities.
	Attention to Detail	Total task accomplishment through concern for all areas involved, no matter how small.
Managerial Skills	Planning & Organising	Ability to establish efficiently an appropriate course of action for self and/or others to accomplish a goal.
	Management Control	Appreciation of need for controls and maintenance of control over processes, people and tasks, and actions taken to ensure this.
	Delegation	Effective allocation of decision making and other responsibilities to the appropriate person, inside or outside the team.
	Leadership	Motivates, enables and inspires others to succeed, utilising appropriate styles. Has a clear vision of what is required and acts as a positive role model.
	People Development	Develops the skills and competencies of others through training, coaching and other development activities related to current and future roles.
	Organisational Sensitivity	Capacity to perceive the impact and implications of decisions and activities on other parts of the organisation.
Decision Making Skills	Judgement	Ability to evaluate data and courses of action and to reach logical decisions. An unbiased, rational approach.
	Problem Analysis	Effectiveness in identifying problems, seeking pertinent data, recognising important information and identifying possible causes of problems.
	Decisiveness	Readiness to make decisions, state opinions, take action or commit oneself.
	Creativity	Ability to generate original and innovative ideas in order to provide imaginative perspectives on organisational issues.
	Numerical Analysis	Ability to analyse, organise and present numerical data, e.g. financial and statistical.
	Commercial Awareness	Able to understand the key business issues that affect the profitability and growth of an enterprise and takes appropriate action to maximise success.
	Strategic Perspective	Takes account of a wide range of longer-term issues, opportunities and contingencies. Identifies the means of implementing plans in line with the vision and direction.

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Interpersonal Skills	Listening	Ability to pick out important information in oral communication. Questioning and general reactions indicate 'active' listening.
	Persuasive Oral Communication	Ability to express ideas or facts in a clear and persuasive manner. Convince others to own expressed point of view.
	Written Communication	Ability to express ideas clearly in writing, in good grammatical form, in such a way as to be clearly understood.
	Interpersonal Sensitivity	Awareness of other people and environment and own impact on these. Actions indicate a consideration for the feelings and needs of others, (but not to be confused with 'sympathy').
	Impact	Makes a good first impression on other people and maintains that impression over time.
	Diversity Awareness	Treats all individuals with respect, respond sensitively to differences and encourages others to do likewise.
	Networking	Willingness and ability to mix easily with other people, builds relationships and establishes useful contacts.
	Teamwork	Willingness to participate as a full member of a team of which he/she is not necessarily leader; effective contributor even when team is working on something of no direct personal interest.
Motivational Behaviours	Initiative	Actively influencing events rather than passively accepting, sees opportunities and acts on them. Originates action.
	Resilience	Ability to maintain effectiveness in situations of disappointment and/or rejection.
	Drive	Ability to create and maintain a level of appropriately directed activity. Shows drive, stamina and the capacity to work hard.
	Quality Standards	Setting of high goals or standards of performance for self, others and the organisation. Dissatisfied with average performance.
	Commitment	Belief in own job or role and its value to the organisation, makes the extra effort for the company though may not always be in own self interest.
	Work Motivation	The importance of work in attaining personal satisfaction. High need to achieve success
	Customer Service	Exceeding customer expectations by displaying a total commitment to identifying and providing solutions of the highest possible standards aimed at addressing customer needs.