

Typical Competencies

Technical Professionals	
<p>Achievement Orientation</p> <ul style="list-style-type: none"> • Measures performance. • Improves outcomes. • Sets challenging goals. • Fosters innovation. <p>Impact and Influence</p> <ul style="list-style-type: none"> • Uses direct persuasion with facts and figures. • Gives presentations tailored to the audience. • Shows concern for professional reputation. <p>Conceptual Thinking</p> <ul style="list-style-type: none"> • Recognizes key actions and underlying problems. • Makes connections and identifies patterns. <p>Analytical Thinking</p> <ul style="list-style-type: none"> • Anticipates problems and obstacles. • Breaks problems apart systematically. • Makes logical conclusions. • Sees consequences and implications. <p>Initiative</p> <ul style="list-style-type: none"> • Persists in problem-solving. • Addresses problems before being asked to. • Makes decisions in a timely manner. 	<p>Self-Confidence</p> <ul style="list-style-type: none"> • Expresses confidence in own judgment. • Seeks challenges and independence. <p>Interpersonal Understanding</p> <ul style="list-style-type: none"> • Understands attitudes and needs of others. • Demonstrates interest in others. <p>Concern for Order</p> <ul style="list-style-type: none"> • Seeks clarity of roles and information. • Checks quality of work or information. • Keeps records. <p>Information Seeking</p> <ul style="list-style-type: none"> • Contacts different sources. • Stays current with professional publications. <p>Teamwork and Cooperation</p> <ul style="list-style-type: none"> • Brainstorms and asks for input. • Credits others. <p>Expertise</p> <ul style="list-style-type: none"> • Expands and uses technical knowledge. • Enjoys technical work and shares expertise. <p>Customer Service Orientation</p> <ul style="list-style-type: none"> • Discovers and meets underlying needs of internal and external customers.

Managers

Impact and Influence

- Demonstrates concern for personal impact.
- Weighs effect of words or actions on others.
- Uses direct persuasion effectively.
- Adapts presentations to specific audiences.
- Consults with experts or other third parties.
- Makes others feel ownership of own solutions.

Achievement Orientation

- Measures results, thinks about measurements.
- Finds better ways of doing things.
- Sets specific, challenging goals.
- Applies cost-benefit analyses.
- Takes calculated risks to reach business goals.
- Fosters innovation.
- Makes effective job-person matches.

Teamwork and Cooperation

- Involves others in issues that may affect them.
- Gives credit and recognition.
- Encourages and empowers group members.
- Promotes group morale and good teamwork.
- Resolves conflicts.

Analytical Thinking

- Sees implications or consequences.
- Analyzes situations systematically.
- Anticipates obstacles and plans around them.
- Thinks ahead about steps in process.
- Analyzes what is needed to reach goals.

Initiative

- Seizes opportunities as they arise.
- Handles crises swiftly and effectively.
- Pursues goals tenaciously.

Developing Others

- Gives constructive feedback.
- Provides encouragement after difficulties.
- Coaches or offers training opportunities.
- Gives specific developmental assignments.

Self-Confidence

- Enjoys challenging tasks.
- Shows confidence in own ability and judgment.
- Takes personal responsibility for problems.
- Directly questions actions of superiors.

Interpersonal Understanding

- Appreciates needs and perspectives of others.
- Interprets nonverbal behavior accurately.
- Discerns what motivates others.
- Recognizes strengths and limitations of others.
- Understands reasons for others' behavior.

Directiveness and Assertiveness

- Sets boundaries and limits.
- Says no when necessary.
- Sets standards and demands performance.
- Confronts performance problems.

Information Seeking

- Gathers information systematically.
- Consults multiple sources for information.

Team Leadership

- Sets high performance standards for group.
- Stands up for the group in the organization.
- Obtains needed resources for the group.

Conceptual Thinking

- Sees links or patterns not obvious to others.
- Notices inconsistencies or discrepancies.
- Identifies key issues in complex situations.
- Uses vigorous, original analogies or metaphors.

Organizational Awareness/Relationship Building

- Gains support for proposals and projects.
- Shows concern for satisfying customers.
- Develops and maintains partnerships.

Expertise/Specialized Knowledge

- Judges what is a challenging but reachable goal.
- Assesses risk parameters accurately.

Salespeople	
<p>Impact and Influence</p> <ul style="list-style-type: none"> • Establishes credibility. • Addresses customer’s issues and concerns. • Exercises indirect influence. • Predicts effect of own words and actions. <p>Achievement Orientation</p> <ul style="list-style-type: none"> • Sets challenging, achievable goals. • Uses time efficiently. • Improves customer’s operations. • Focuses on potential profit opportunities. <p>Initiative</p> <ul style="list-style-type: none"> • Persists – does not give up easily. • Seizes opportunities. • Responds to competitive threats. <p>Interpersonal Understanding</p> <ul style="list-style-type: none"> • Reads nonverbal behavior accurately. • Reads attitudes and meanings of others. • Predicts reactions of others. <p>Customer Service Orientation</p> <ul style="list-style-type: none"> • Makes extra effort to meet customer needs. • Discovers customer’s underlying needs. • Follows up on customer contacts and concerns. • Becomes a trusted advisor to customers. 	<p>Self-Confidence</p> <ul style="list-style-type: none"> • Exhibits confidence in own abilities. • Functions effectively under pressure. • Displays persistent optimism. • Enjoys taking on challenges. <p>Relationship Building</p> <ul style="list-style-type: none"> • Cultivates business friendships. • Nurtures far-reaching network of contacts. • Demonstrates concern for trustworthiness. <p>Analytical Thinking</p> <ul style="list-style-type: none"> • Anticipates and prepares for obstacles. • Thinks of multiple options and plans. <p>Conceptual Thinking</p> <ul style="list-style-type: none"> • Applies sound principles of sales. • Notices similarities between past and present. <p>Information Seeking</p> <ul style="list-style-type: none"> • Gets information from multiple sources. • Evaluates competitive landscape. <p>Organizational Awareness</p> <ul style="list-style-type: none"> • Understands how client organizations function. <p>Technical Expertise</p> <ul style="list-style-type: none"> • Has relevant technical or product knowledge.

Helping and Human Services Professionals

Impact and Influence

- Establishes credibility.
- Tailors language for audience.
- Applies individual influence strategies.
- Uses examples, humor, nonverbals and voice.

Developing Others

- Uses innovative teaching methods.
- Responds flexibly to individual needs.
- Believes in potential of others.

Interpersonal Understanding

- Takes time to listen to others' problems.
- Is aware of others' moods and feelings.
- Understands body language.
- Is aware of others' backgrounds and needs.
- Understands long-term situations in depth.

Self-Confidence

- Demonstrates confidence in own judgments.
- Takes responsibility for problems and failings.
- Questions and gives suggestions to superiors.

Self-Control

- Keeps own emotions from interfering in work.
- Avoids inappropriate involvement with clients.
- Demonstrates stamina and sense of humor.
- Is resistant to stress.

Other Personal Competencies

- Displays accurate self-assessment.
- Learns from mistakes.
- Aligns direction to organizational mission.
- Genuinely likes people.
- Holds positive expectations of others.

Professional Expertise.

- Expands and uses professional knowledge.
- Stays up-to-date with emerging practices.

Customer Service Orientation

- Discovers and works to meet underlying needs.
- Follows up on questions, requests and concerns.

Teamwork and Cooperation

- Solicits input from others.
- Gives credit to others.
- Cooperates effectively.

Analytical Thinking

- Sees causal relationships and makes inferences.
- Systematically decomposes complex problems.
- Thinks of varied methods and approaches.

Conceptual Thinking

- Recognizes patterns.
- Uses concepts to diagnose situations.
- Makes connections and develops hypotheses.
- Simplifies and clarifies complex materials.

Initiative

- Does more than is required.
- Responds decisively in crisis situations.

Flexibility

- Demonstrates awareness of situational needs.
- Adapts style and tactics to fit circumstances.

Directiveness and Assertiveness

- Sets boundaries and limits.
- Says no when necessary.
- Confronts problem behavior.

Typical Competencies for Certain Professions

College Professors/Teachers

Student-Centered Orientation

- Has positive expectations of students.
- Attends to learner concerns.

Humanistic Learning Orientation

- Values the learning process.
- Views specialized knowledge as a resource.

Creating Learning Experience

- Works to understand learners' frame of reference.
- Works to establish mutuality and rapport.
- Holds learners accountable to their best learning interests.

Grounding Learner Objectives in Needs

- Actively seeks information about learners.
- Diagnoses learner needs and learning styles.
- Prescribes action and developmental tasks.

Facilitates the Learning Process

- Links pedagogy to learner concerns.
- Structures processes to facilitate active learning.
- Adapts to situational demands.
- Responds to nonverbal cues.