

## SIMPLIFY THE DEVELOPMENT OF COMPETENCY MODELS

- Ensure that common skills and characteristics are always described with the same competency names.
- Create a framework for an integrated talent management system.

Effective January 1, 2015

### The Competency Kit



# Workitect's Competency Dictionary

## Plus Competency Interview Guides and Coding Workbook

- Comprehensive, but simplified – in language that every employee can understand.
- Created over thirty years of practical application and validation
- Provided in a format that can easily be modified to better fit your organization. You have complete flexibility to use in any application performance management, succession planning, 360° instruments, and other HR applications. Can be integrated into any HRIS system.

## Cost

**\$1,500 plus \$1.00 per employee**

*A one-time fee. This is not software. No annual renewal fees.*

## The Competencies

Thirty-five competencies with definitions and behaviors, described in levels by job role (professional/specialist > supervisor/manager > director/executive) and levels of proficiency (basic > proficient > advanced).

### COMPETENCIES DEALING WITH

#### PEOPLE

##### LEADING OTHERS

- 1 Establishing Focus
- 2 Providing Motivational Support
- 3 Fostering Teamwork
- 4 Empowering Others
- 5 Managing Change
- 6 Developing Others
- 7 Managing Performance
- 8 Fostering Diversity

##### COMMUNICATING AND INFLUENCING

- 9 Attention To Communication
- 10 Oral Communication
- 11 Written Communication
- 12 Persuasive Communication
- 13 Interpersonal Effectiveness
- 14 Influencing Others
- 15 Building Collaborative Relationships

### COMPETENCIES DEALING WITH

#### BUSINESS

##### PREVENTING AND SOLVING PROBLEMS

- 16 Diagnostic Information Gathering
- 17 Analytical Thinking
- 18 Forward Thinking
- 19 Conceptual Thinking
- 20 Strategic Thinking
- 21 Technical Expertise

##### ACHIEVING RESULTS

- 22 Initiative
- 23 Entrepreneurial Orientation
- 24 Fostering Innovation
- 25 Customer Orientation
- 26 Results Orientation
- 27 Thoroughness
- 28 Decisiveness
- 29 Business Acumen
- 30 Global Perspective

### COMPETENCIES DEALING WITH

#### SELF MANAGEMENT

- 31 Self Confidence
- 32 Adaptability
- 33 Personal Credibility
- 34 Flexibility
- 35 Personal Accountability

## FOR MORE INFORMATION OR TO PURCHASE

Call 800-870-9490

Email: [info@workitect.com](mailto:info@workitect.com)

Complete Contact Form

## The Format—An Example

### Developing Others

**Definition:** Willingness to delegate responsibility and to work with others and coach them to develop their capabilities.

**Behaviors**

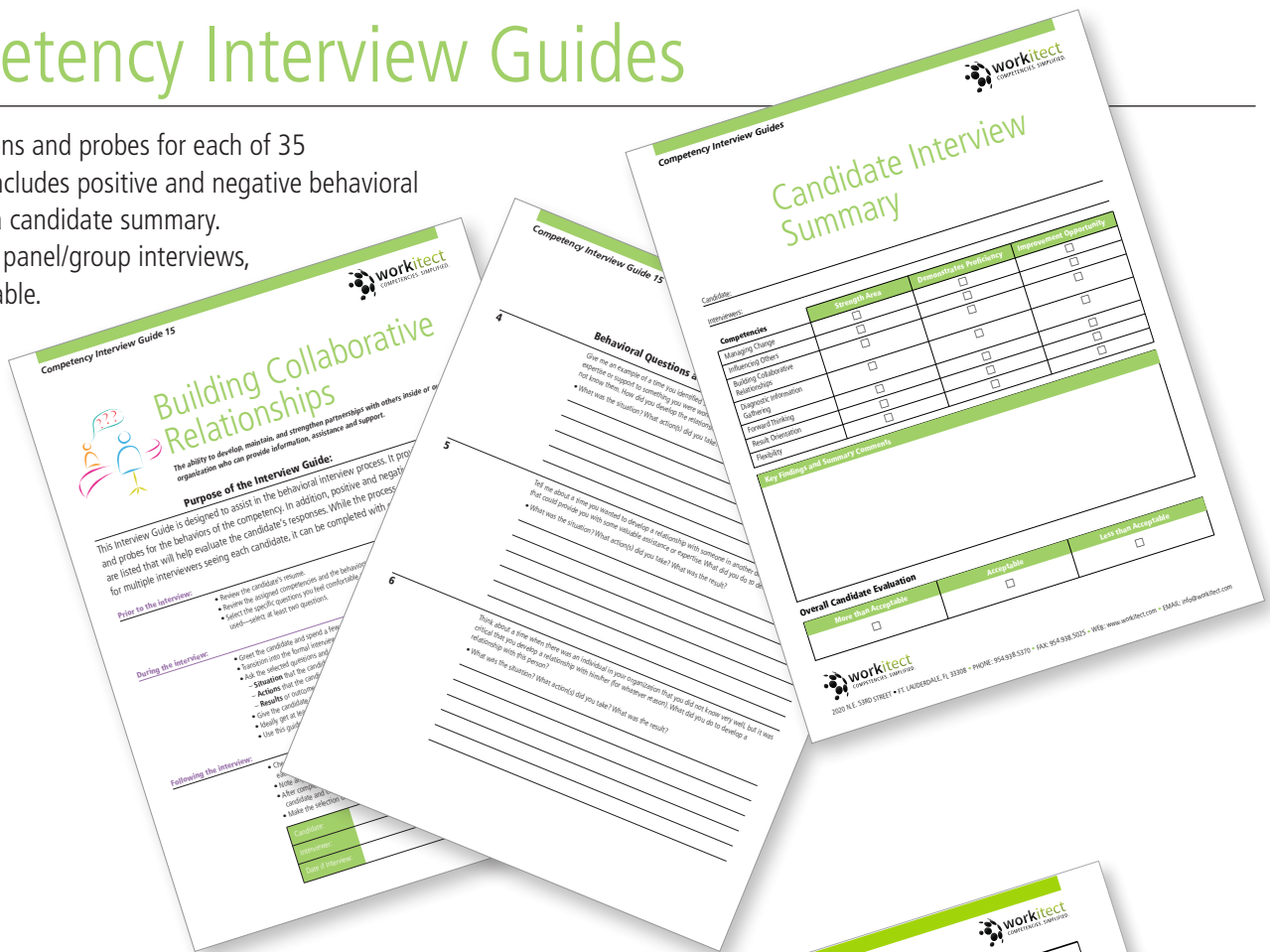
- a. Provides helpful, behaviorally specific feedback to others
- b. Shares information, advice and suggestions to help others to be more successful; provides effective coaching
- c. Gives people assignments that will help develop their abilities
- d. Regularly meets with employees to review their development progress
- e. Recognizes and reinforces people's developmental efforts and improvements
- f. Expresses confidence in others' ability to be successful

	Basic	Skilled	Expert
<b>Professional/ Specialist</b>	<ul style="list-style-type: none"> <li>Occasionally provides general feedback and advice to others</li> <li>Recognizes the general strengths and areas to develop in others</li> <li>Recognizes the importance of developing others</li> </ul>	<ul style="list-style-type: none"> <li>Provides helpful and behaviorally specific feedback to others; ensures that others do not feel inferior or insulted</li> <li>Shares information, advice, and suggestions to help others grow</li> <li>Helps others understand their specific strengths and areas to develop; coaches them to grow and develop</li> <li>Recognizes and reinforces the development efforts of others</li> <li>Expresses confidence in others' ability to be successful</li> </ul>	<ul style="list-style-type: none"> <li>Frequently provides helpful and behaviorally specific feedback and suggestions in a way that preserves and enhances self-esteem</li> <li>Proactive at sharing specific information, advice, and suggestions to ensure others grow</li> <li>Provides effective coaching by sharing insight and knowledge to help others develop</li> <li>Regularly recognizes and reinforces the developmental efforts others and their improvements</li> <li>Frequently expresses confidence in others' ability to be successful</li> </ul>
<b>Supervisor/ Manager</b>	<ul style="list-style-type: none"> <li>Provides general feedback to others</li> <li>Offers some information, advice, and suggestions</li> <li>Delegates to get routine tasks accomplished</li> <li>Occasionally reviews development progress with others</li> <li>Wants others to be successful</li> </ul>	<ul style="list-style-type: none"> <li>Uses feedback sessions with others to provide helpful and behaviorally specific feedback</li> <li>Shares specific information, advice, and suggestions to be successful; provides coaching</li> <li>Delegates to allow others to learn and grow</li> <li>Reviews development progress and recognizes and reinforces efforts</li> <li>Encourages others to be successful</li> </ul>	<ul style="list-style-type: none"> <li>Uses regularly scheduled feedback sessions with others to provide helpful and behaviorally specific feedback that makes others more successful</li> <li>Effectively coaches others with specific information, advice, and suggestions to be successful</li> <li>Delegates assignments to others that will specifically help them develop their abilities</li> <li>Regularly reviews development progress and recognizes and reinforces efforts and improvements</li> <li>Expresses confidence in others' ability to be successful</li> <li>Helps others to develop their capabilities</li> </ul>
<b>Director/ Executive</b>	<ul style="list-style-type: none"> <li>Uses feedback sessions with others to develop their capabilities</li> <li>Shares specific information, advice, and suggestions to be successful</li> <li>Delegates to allow others to learn and grow</li> <li>Reviews development progress and recognizes and reinforces efforts</li> <li>Encourages others to develop their capabilities</li> </ul>	<ul style="list-style-type: none"> <li>Uses regularly scheduled feedback sessions with others to provide helpful and behaviorally specific feedback that makes others more successful</li> <li>Effectively coaches others with helpful information, advice, and suggestions to be successful</li> <li>Delegates important assignments to others that will specifically help them develop their abilities</li> <li>Regularly reviews development progress and recognizes and reinforces efforts and improvements</li> <li>Expresses confidence in others' ability to be successful</li> </ul>	<ul style="list-style-type: none"> <li>Creates a culture where feedback for growth and development are valued and recognized; makes others more successful</li> <li>Develops, mentors, and promotes other leaders with detailed information, advice, and suggestions that make them successful</li> <li>Creates challenging roles, responsibilities and developmental assignments that enhances the capabilities of others</li> <li>Creates a culture that continually reviews development progress and rewards positive change; encourages and supports other leaders to do the same</li> <li>Champions the need in the organization to regularly express confidence in others' ability to be successful and motivate people to get better</li> </ul>

Dictionary (without levels) available in Spanish, French, German, and Italian.

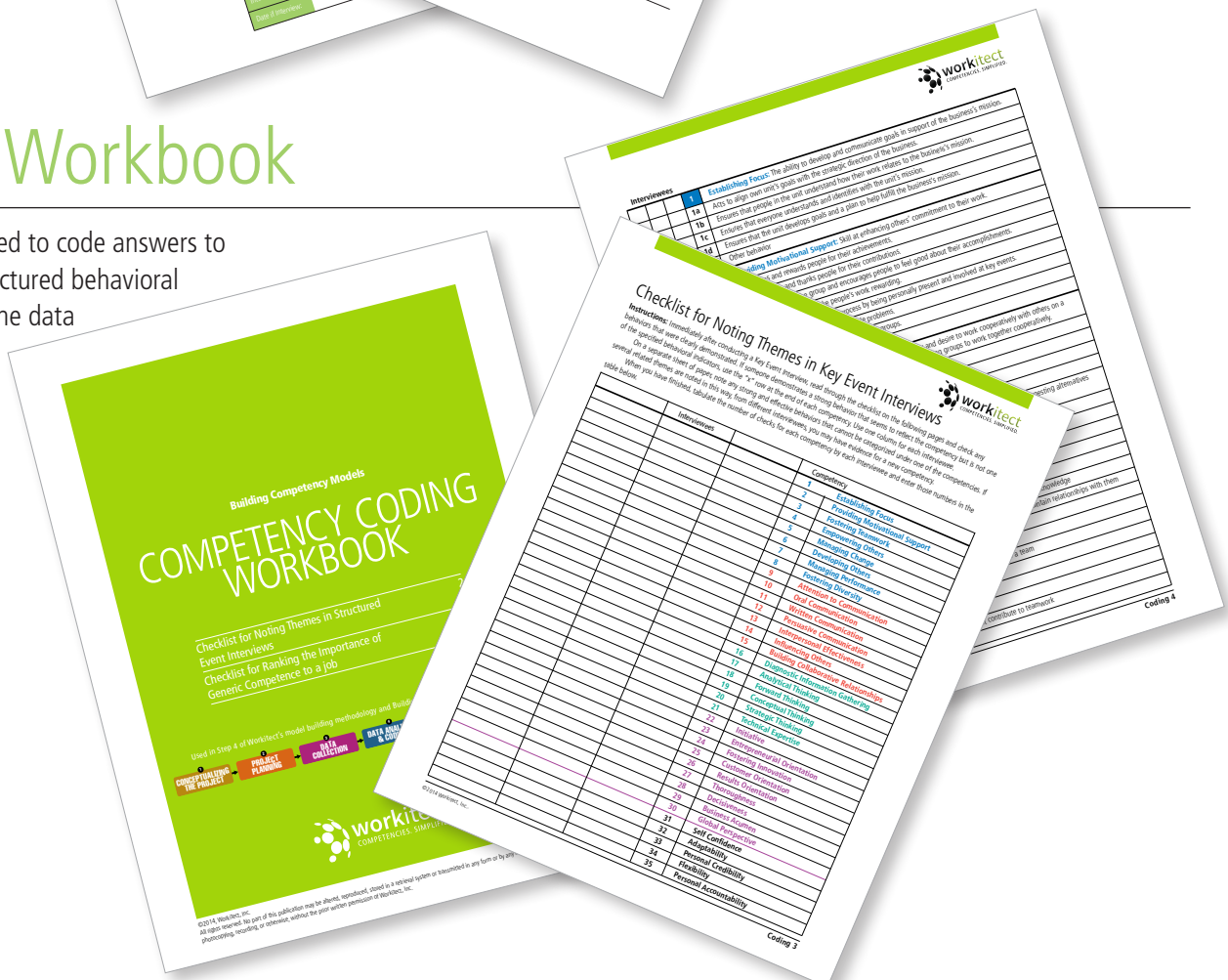
# Competency Interview Guides

Provides questions and probes for each of 35 competencies. Includes positive and negative behavioral indicators, and a candidate summary.  
Can be used for panel/group interviews, and is customizable.



# Coding Workbook

24-page booklet used to code answers to job analysis and structured behavioral event interviews in the data analysis and coding phase (step 4) of Workitect's model-building process.



# More tools in the Kit that add value to the dictionary

*Incorporating each of the 35 competencies*

## Building Competency Models Workshop



### Model-building

- Building Competency Models workshop (public and onsite)
- Creating Technical Competencies workshop

### Training and development

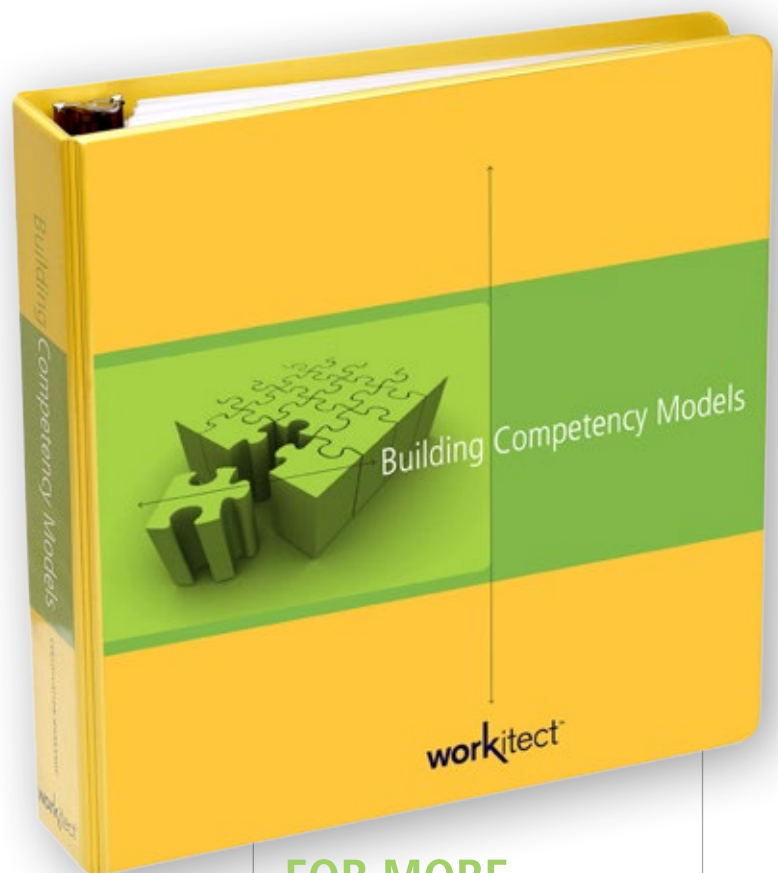
- Competency Development Guide
- eDeveloper™ (online version of Guide)
- 360° feedback instruments

### Performance management

Competency development products, plus a variety of guides, booklets, and forms for employees and managers

### Talent management and succession planning

All of the above (or Each of the tools already listed)



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