

# Workitect's Competency Dictionary

Also available in Spanish, French, German, and Italian.

**WITH DEFINITIONS, BEHAVIORS THAT MAY INDICATE THE EXISTENCE OF A COMPETENCY, AND LEVELS BY ROLE AND PROFICIENCY**

COMPETENCIES DEALING WITH PEOPLE	COMPETENCIES DEALING WITH BUSINESS	COMPETENCIES DEALING WITH SELF MANAGEMENT
LEADING OTHERS	PREVENTING AND SOLVING PROBLEMS	31 Self Confidence
1 Establishing Focus	16 Diagnostic Information Gathering	32 Adaptability
2 Providing Motivational Support	17 Analytical Thinking	33 Personal Credibility
3 Fostering Teamwork	18 Forward Thinking	34 Flexibility
4 Empowering Others	19 Conceptual Thinking	35 Personal Accountability
5 Managing Change	20 Strategic Thinking	
6 Developing Others	21 Technical Expertise	
7 Managing Performance	ACHIEVING RESULTS	
8 Fostering Diversity	22 Initiative	
COMMUNICATING AND INFLUENCING	23 Entrepreneurial Orientation	
9 Attention To Communication	24 Fostering Innovation	
10 Oral Communication	25 Customer Orientation	
11 Written Communication	26 Results Orientation	
12 Persuasive Communication	27 Thoroughness	
13 Interpersonal Effectiveness	28 Decisiveness	
14 Influencing Others	29 Business Acumen	
15 Building Collaborative Relationships	30 Global Perspective	

The complete dictionary includes these thirty-five competencies with definitions and behavioral indicators, described in levels by job role (professional/specialist > supervisor/manager > director/executive) and levels of proficiency (basic > proficient > advanced). An example is shown on the next page.

## Developing Others

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

### Behaviors

- Provides helpful, behaviorally specific feedback to others
- Shares information, advice and suggestions to help others to be more successful; provides effective coaching
- Gives people assignments that will help develop their abilities
- Regularly meets with employees to review their development progress
- Recognizes and reinforces people's developmental efforts and improvements
- 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>

# COMPETENCIES DEALING WITH PEOPLE

## THE LEADING OTHERS CLUSTER

### 1. ESTABLISHING FOCUS

The ability to develop and communicate goals in support of the business' mission.

### 2. PROVIDING MOTIVATIONAL SUPPORT

Skill at enhancing others' commitment to their work.

### 3. FOSTERING TEAMWORK

As a team member, the ability and desire to work cooperatively with others on a team; as a team leader, interest, skill, and success in getting groups to learn to work together cooperatively.

### 4. EMPOWERING OTHERS

Conveying confidence in employees' ability to be successful, especially at challenging new tasks; delegating significant responsibility and authority; allowing employees freedom to decide how they will accomplish their goals and resolve issues.

### 5. MANAGING CHANGE

Demonstrating support for innovation and for organizational changes needed to improve the organization's effectiveness; supporting, initiating, sponsoring, and implementing organizational change; helping others to successfully manage organizational change.

### 6. DEVELOPING OTHERS

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

### 7. MANAGING PERFORMANCE

Taking responsibility for one's own or one's employees' performance, by setting clear goals and expectations, tracking progress against the goals, ensuring feedback, and addressing performance problems and issues promptly.

### 8. FOSTERING DIVERSITY

Working effectively with all races, nationalities, cultures, disabilities, ages and sexes. Promoting equal and fair treatment and opportunity for all.

# COMMUNICATING AND INFLUENCING CLUSTER

### 9. ATTENTION TO COMMUNICATION

Ensuring that information is passed on to others who should be kept informed.

### 10. ORAL COMMUNICATION

Expressing oneself clearly in conversations and interactions with others.

### 11. WRITTEN COMMUNICATION

Expressing oneself clearly in business writing.

### 12. PERSUASIVE COMMUNICATION

The ability to plan and deliver oral and written communications that are impactful and persuasive with their intended audiences.

### 13. INTERPERSONAL EFFECTIVENESS

The ability to notice, interpret, and anticipate others' concerns and feelings, and to communicate this awareness empathetically to others.

### 14. INFLUENCING OTHERS

The ability to gain others' support for ideas, proposals, projects, and solutions.

### 15. BUILDING COLLABORATIVE RELATIONSHIPS

The ability to develop, maintain, and strengthen partnerships with others inside or outside of the organization who can provide information, assistance and support.

## COMPETENCIES DEALING WITH BUSINESS

### THE PREVENTING AND SOLVING PROBLEMS CLUSTER

#### 16. DIAGNOSTIC INFORMATION GATHERING

Identifying the information needed to clarify a situation, seeking that information from appropriate sources, and using skillful questioning to draw out the information, when others are reluctant to disclose it.

#### 17. ANALYTICAL THINKING

Approaching a problem by using a logical, systematic, sequential approach.

#### 18. FORWARD THINKING

Anticipating the implications and consequences of situations and taking appropriate action to be prepared for possible contingencies.

#### 19. CONCEPTUAL THINKING

Finding effective solutions by taking a holistic, abstract or theoretical perspective.

#### 20. STRATEGIC THINKING

Analyzing an organization's competitive position by considering the market and industry trends, existing and potential customers, and strengths and weaknesses as compared to competitors.

#### 21. TECHNICAL EXPERTISE

Depth of knowledge and skill in a technical area.

## THE ACHIEVING RESULTS CLUSTER

#### 22. INITIATIVE

Identifying what needs to be done and doing it before being asked to or required by the situation.

#### 23. ENTREPRENEURIAL ORIENTATION

A tendency to look for and seize profitable business opportunities; willingness to take calculated risks to achieve business goals.

#### 24. FOSTERING INNOVATION

Developing, sponsoring or supporting the introduction of new and improved method, products, procedures, or technologies.

#### 25. CUSTOMER ORIENTATION

Demonstrated concern for satisfying one's external and/or internal customers.

#### 26. RESULTS ORIENTATION

Focusing on the desired end result of one's own or one's units work; setting challenging goals, focusing effort on the goals, and meeting or exceeding them.

#### 27. THOROUGHNESS

Ensuring that one's own and other's work and information are complete and accurate; careful preparation for meetings and presentations; following up with others to ensure that agreements and commitments have been fulfilled.

#### 28. DECISIVENESS

Willingness to make difficult decisions in a timely manner.

#### 29. BUSINESS ACUMEN

Ability to perform with insight, acuteness, and intelligence in the areas of commerce and/or industry. Make decisions and act in situations in which there is not enough information to be certain of outcome or implications of the decision.

#### 30. GLOBAL PERSPECTIVE

The ability to recognize and address issues that are outside our national perspective. Issues are viewed without any pre-set biases or limitations. Being objective, utilizing a broad framework in making judgments in domestic and international activities. Ability to see the "big picture".

# SELF MANAGEMENT COMPETENCIES

## **31. SELF CONFIDENCE**

Faith in one's own ideas and ability to be successful; willingness to take an independent position in the face of opposition.

## **32. ADAPTABILITY**

The ability to keep functioning effectively when under pressure and/or experiencing rapidly changing or uncertain conditions, and to maintain self-control in the face of hostility or provocation.

## **33. PERSONAL CREDIBILITY**

Demonstrated concern that one be perceived as responsible, reliable, and trustworthy.

## **34. FLEXIBILITY**

Openness to different and new ways of doing things; willingness to modify one's preferred way of doing things.

## **35. PERSONAL ACCOUNTABILITY**

Takes responsibility for the results and future direction of the organization.