

Example of a Customized Competency Framework & Dictionary

Completed for a client of Workitect, Inc.

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Core Competencies

Adaptability:

Helps the business by effectively and efficiently facilitating and embracing the introduction of changes to structures, processes, products, services or facilities. Focuses efforts and commitment on bringing about complete acceptance of the desired outcomes.



1 Basic	2 Intermediate	3 Advanced
<ul style="list-style-type: none">• Remains positive and open to change; accepts the need for change• Willing to try new approaches to work• Accepts changes and implements in a timely fashion	<ul style="list-style-type: none">• Quickly sees the benefits of a proposed change; views as opportunities• Remains positive even in the face of rapid change; helps others adjust• Easily adopts and quickly implements changes; helps gain acceptance from others	<ul style="list-style-type: none">• Champions change within own organization; creates/supports an environment that encourages change• Sees the benefits of change and speaks positively about the change to others• Shows courage in leading/supporting change even in the face of opposition• Generates a positive sense of urgency for change

Explanation:

This competency focuses on being open to and accepting of change at the basic level. At the higher levels, the expectations increase to promoting change and there are also leadership elements regarding helping others through and championing change. The ability to generate new ideas or improvements is more directly covered in the competency *Think Innovatively*.

Learn and Develop:

Receptive to feedback, demonstrates accurate self-insight and takes advantage of continuous opportunities for self-improvement. Considers the entire situation and adjusts thinking and actions for the greater good while maintaining a learning attitude. Seeks to learn by stretching the boundaries of existing situations and participating in new situations.



Basic	Intermediate	Advanced
<ul style="list-style-type: none">• Wants to learn and grow; asks questions to learn more• Accepts feedback and recognizes mistakes; sees them as an opportunity to learn and improve• Seeks to understand the business beyond one's function• Learns from other's experiences and successes	<ul style="list-style-type: none">• Stays current about what is happening inside and outside the company• Actively seeks and uses feedback to identify areas for development• Seeks coaching from supervisor or others who are seen as role-models• Uses self-insights to capitalize on one's strengths and offset weaknesses	<ul style="list-style-type: none">• Demonstrates a passion for learning new things; can't get enough knowledge, is a life-long learner• Applies a broad knowledge and perspective of the business environment• Knows own strengths and development areas. Sets personal learning objectives and implements an individual development plan based on strengths and development areas.• Seeks assignments that will provide an opportunity to learn more about other areas of the company

Explanation:

This is about learning and self-development. At the basic level the expectations are that one wants and tries to learn, learns from others, accepts feedback and learns from mistakes. The desired behaviors demonstrate stronger actions about seeking feedback, understanding one's strengths and development areas and more actively driving one's development efforts at the higher levels.

Live the _____:

Model and promote the _____ culture, brand and core values (_____, _____, _____); actively demonstrate these behaviors in every situation and with all audiences.



Basic	Intermediate	Advanced
<ul style="list-style-type: none"> • Demonstrates a positive attitude about the company, the culture and the customer; wants to be part of the company • Is helpful to others versus judgmental • Identifies with and understands how the culture creates a better working environment • Understands and usually demonstrates the core values • Believes in the company's mission • Seeks to understand the needs and requirements of customers • Complies with basic service standards 	<ul style="list-style-type: none"> • Displays a genuine enthusiasm about the business, the company, and the customer • Demonstrates a willingness to serve and contribute in any way possible • Applies the culture and values to make decisions, handle business and customer issues and to engage others • Encourages others to better practice the core values • Focuses on building solid relationships with customers through meeting or exceeding their needs • Frequently exceeds basic service standards 	<ul style="list-style-type: none"> • Demonstrates an unshakable passion for the business, the customer and the mission • Can energize others about the company • Is a true role model for the company and its values; creates an environment that fosters the culture, the values, and the highest levels of customer service • Develops performance and service standards for self and others that promote the culture and core values • Drives self/organization to create strong, mutually beneficial relationships with their customers by providing exemplary service

Explanation:

This competency is about adopting and demonstrating the core values of _____. At the basic level one is expected to understand and be accepting toward the culture and begin to demonstrate it. At the intermediate level the expectation is that one has fully adopted the culture and even shows enthusiasm about it; one demonstrates this in terms of making decisions, engaging others, and providing service to customers. The highest level calls for showing a passion for the company, the customer and the mission, being able to energize others and being a true role model; it includes leadership expectations about creating standards for others.

Role Specific Competencies

Attention to Detail:

Ensures that information is correctly processed and outputs comply with relevant internal/external requirements.



Basic	Intermediate	Advanced
<ul style="list-style-type: none">• Monitors the quality of one’s work• Reviews and checks the accuracy of information provided• Follows procedures to ensure a complete job• Most work is timely and acceptable with few errors	<ul style="list-style-type: none">• Develops processes or systems to organize and keep track of information and work progress• Performs routine or repetitious tasks with attention and care• Compares finished work to what is expected• Produces work that is timely and mostly error free	<ul style="list-style-type: none">• Expresses concern that things be done correctly, thoroughly, or precisely, no matter how small• Creates a checklist to ensure small details are not overlooked• Checks the accuracy of own and others work; helps others learn proper procedures• Produces work that is nearly always timely and error free

Explanation:

This competency defines expectations for one to ensure accuracy and quality of one’s work. At the basic level it requires that one follow procedures and monitor the quality of one’s work resulting in few errors. At the higher levels the expectations for accuracy as well as diligence and thoroughness increase. This competency focuses on ensuring that one’s output meets requirements. The aspect of one’s motivation is more directly addressed in the competency *Self-Motivated*.

Build Credibility:

Exhibits authenticity and resiliency while building sustainable strategic working relationships. Is accountable and believable, visibly working to maintain consistency between words and actions.



1 Basic	2 Intermediate	3 Advanced
<ul style="list-style-type: none"> • Proactive in developing relationships with others; asks what they can do to support others • Creates positive relationships with peers, leaders, and internal/external customers • Shows an interest and concern for others; takes the time to get know them and build rapport • Demonstrates an interest in helping others be successful • Holds self accountable for achieving goals and objectives; usually delivers on commitments 	<ul style="list-style-type: none"> • Provides assistance, information and support to others to build a foundation for future cooperation • Develops and maintains strong relations with peers, subordinates, leaders, and internal/external customers based upon mutual trust and respect; builds alliances • Expresses appreciation for help and support received from others; knows how to make others feel important • Seen as genuinely looking out for the good of the company • Dependably achieves and may exceed one's goals; seen as reliable 	<ul style="list-style-type: none"> • Builds strong win-win relationships with staff and customers; acts to preserve these relationships even under difficult high-pressure situations • Leverages alliances to overcome obstacles and advance company goals • Recognized as being knowledgeable and approachable, not aloof or arrogant • Supports and coaches others in developing their relationships with others • Seen as a role model for dependability and reliability; often exceeds requirements

Explanation:

Credibility has two elements. The first deals with being seen as credible by others by demonstrating that one is genuine and dependable. The second involves building strong and lasting relationships, to create the support and alliances needed to be successful. This competency goes beyond “teamwork” in that it requires working effectively beyond one’s workgroup, to include other departments within the company and even groups outside the company. The information learned about others and the relationships established can help lay the groundwork for using one’s skills in the competency *Influence Through Communication*.

Create a Vision:

Recognizes opportunities and risks from collected data, which may be vague and/or complex. Thinks about new ways to take the business in a new direction; provides a clear vision of what the organization and the customers need in the long run.



Basic	Intermediate	Advanced
<ul style="list-style-type: none">• Recognizes that the function must evolve, explains why the new direction is needed• Provides a view of the future needs of the group• Aligns plans with the future direction	<ul style="list-style-type: none">• Offers a clear picture of the organization's future and direction; helps people see what's needed from them and how they can contribute• Takes ownership for the group's future direction• Communicates the vision in meetings throughout the group	<ul style="list-style-type: none">• Paints a compelling picture that motivates others to accomplish what the organization needs to insure its future success• Anticipates the evolution and future of the industry and how the organization must adapt to be successful• Takes ownership for the company's future direction and success• Constantly broadcasts a consistent message

Explanation:

This competency is applicable to those in senior level leadership positions who are responsible for creating, communicating, and achieving a clear future vision and direction for their group or function. At the basic the expectations include seeing into the future and identifying what will be required to be successful then and communicating that vision. At the higher level there are increasing expectations about getting others to accept and buy into the vision and about taking individual ownership for the organization's future direction.

Influence Through Communication:

Builds commitment to a recommendation or course of action. Understands the position of others and demonstrates cultural sensitivity. Understands how best to present arguments, facts and figures to gain the support of the intended audience.



Basic	Intermediate	Advanced
<ul style="list-style-type: none"> Seeks to understand others' perspectives and needs Messages presented are clear and concise Adjusts message to the needs of the audience Develops and presents logical arguments supporting one's position; shows how it benefits the audience 	<ul style="list-style-type: none"> Seeks out others ideas and thoughts regarding an issue before finalizing a course of action Communicates complex or technical information in a way that the audience can quickly understand the issue and opportunities Presents a logical business case for one's position; builds common ground by presenting ideas from the others' point of view; uses appealing and persuasive arguments Effectively responds to questions or challenges of the audience by pointing out and reinforcing the advantages of the proposed idea 	<ul style="list-style-type: none"> Fully understands and confirms others' positions, wants and needs before presenting own. Guides others toward one's desired outcome through a logical and compelling sequence of arguments supporting the idea; builds support by relating to the needs of others Anticipates potential challenges and prepares well-conceived arguments to advance ones position. Achieves win-win solutions by identifying common interests, clarifying differences and reaching an acceptable agreement or compromise.

Explanation:

This competency is about positioning and getting people to buy into an idea. It is about persuading people to action versus directing or ordering them. It begins at the basic level with seeking and developing an understanding of the other person's perspective and interests and adjusting one's message accordingly. At highest level, the skill-set has grown to where one is quite masterful at selling ideas and gaining support from others. Influence is about understanding the other person's perspective and using that knowledge to get support for and to sell one's ideas. It's not really about building strong and lasting relationships. This part is covered in the competency *Build Credibility*, or working well with others on your team, which is covered in *Teamwork*. Influence is part of communication, where personal impact is a part of credibility.

Navigate Through Ambiguity:

Navigates through ambiguous or difficult situations effectively, maintaining focus on key objectives. Quickly adjusts and constructively reacts to unforeseen circumstances and setbacks. Modifies behavior to remain effective in different markets and cultures; promotes increased diversity within the organization.



Basic	Intermediate	Advanced
<ul style="list-style-type: none"> • Tries to remain effective in the face of ambiguity or difficult situations • Maintains one's composure; keeps focused and displays patience • Deals constructively with setbacks • Recognizes the need to adjust one's style, processes and procedures to operate in other markets and cultures and to support diversity ; empathetic and sensitive to cultural issues when supporting other regions 	<ul style="list-style-type: none"> • Is confident and positive in the face of ambiguity or trying situations; keeps moving forward • Keeps control of one's feelings and behavior in high pressure situations • Rebounds quickly from mistakes or setbacks • Considers problems and opportunities from a global perspective, not country centric • Consistently promotes diversity through one's actions 	<ul style="list-style-type: none"> • Continues to perform effectively even in the face of great uncertainty or ambiguity; remains positive and confident, trusts one's instincts • Always appears to be in control; helps others manage and recover from stressful situations • Views new environments as opportunities to grow; helps others adjust • Is a role model for company's global vision and diversity values; aligns plans and actions

Explanation:

This competency is about facing uncertain, unforeseen and even difficult situations and setbacks and still remaining effective while working through them. At the higher levels it requires keeping calm even in stressful situations, and remaining confident and trusting in one's instincts. It also describes being willing and able to adjust ones plan of action when required while keeping focused on reaching the ultimate goal. The ability to adjust one's approach to work effectively in different markets and cultures and to promote diversity within the company is also an important aspect. The advanced level describes a very high level of maturity and judgment that may be appropriate for more experienced leaders. The ability to accept and deal with change is more directly addressed in the competency *Adaptability*.

Teamwork:

Participates fully with others as a productive and cooperative team member to achieve common goals. Openly exchanges information and supports other colleagues while showing respect and recognition for their contribution to the team's objectives.



Basic	Intermediate	Advanced
<ul style="list-style-type: none">• Understands how own role impacts the team• Supports what is good for the team rather than just own interests• Cooperates with other team members, shares information• Acknowledges other's contributions	<ul style="list-style-type: none">• Understands how own and team's actions impact the organization• Clearly devoted to success of the team; looks out for the success of the team and other team members• Willingly shares knowledge, opinions and experience with team; seeks to learn from them• Genuinely values and shows appreciation for others ideas and expertise; encourages teamwork	<ul style="list-style-type: none">• Champions the work of the team and what is best for the company; will do whatever it takes for team's success• Volunteers to help others on projects, even if outside own area• Calls for open discussion of issues and ideas even if controversial; sensitive to the needs and opinions of others• Is trusted to act in the best interests of the team even when working independently

Explanation:

Teamwork is about working with and supporting your peers and colleagues; in other words being a team player. The basic expectations are looking out for the team versus just oneself, cooperating with team mates and contributing to the success of the team. One's demonstrated dedication and team spirit increase to a point where at the highest level one is seen as a champion for the team. While being a good team player implies developing positive relationships within one's team; the concept of building strong and lasting personal relationships, particularly with those outside one's immediate team, is more directly addressed in the competency *Build Credibility*.

Think Innovatively:

Successfully creates improvement by generating new and practical ways of doing things in order to solve problems and/or gain efficiencies or competitive advantage while maintaining the cultural integrity of the company.



Basic	Intermediate	Advanced
<ul style="list-style-type: none">Generates new ideas that add value; thinks outside-the-boxNot content with status quo; looks for better ways of doing work; questions how things have always been doneOpen to creative ideas from othersFinds creative ways to get things done	<ul style="list-style-type: none">Willing to be first to try an untested idea; doesn't give up if told an idea won't workWilling to look outside of company for new ideas; benchmarksThinks in possibilities, not afraid to shake things up in order to improveUses unconventional approaches when conventional ones don't workBuilds on others' creative ideas	<ul style="list-style-type: none">Champions creativity and innovationEncourages and stimulates innovation in othersContinually looks for ways to be more nimble and to reinvent the organization and its processes and proceduresWorks cooperatively with others and other functions to produce innovative ideas

Explanation:

This competency is about being creative and coming up with new and better ways of doing things. At the basic level this competency deals with generating new ideas and questioning the status quo. At the higher levels there is an increasing expectation for being bolder and more unconventional in the kind of ideas generated. In addition there are leadership elements at the advanced level about championing creativity in others. Again, this competency is mostly about being creative. Dealing with change is more directly addressed in the competency *Adaptability*.

Self-Motivated:

Puts personal energy and commitment into completing specific objectives. Serving as a role model for others, is consistently focused on reaching challenging performance standards and setting personal goals.



1 Basic	2 3 Intermediate	4 5 Advanced
<ul style="list-style-type: none">• Meets job requirements without being told what to do; proactive vs. reactive• Will help others when needed• Exhibits a positive attitude toward work• Requires little supervision or direction within scope of responsibilities	<ul style="list-style-type: none">• Meets and often exceeds job requirements without direction• Willingly steps up to a task vs. waiting for someone else to do it• Anticipates needs and takes appropriate action• Confident in one's capabilities• Strong work ethic	<ul style="list-style-type: none">• Consistently does more than required or expected; goes beyond and delivers more• Steps past what others consider to be the boundaries or limits in order to be more successful• Eager for challenges• Takes ownership for their work• Passionate about the business; is energetic and enthusiastic

Explanation:

This competency deals with personal motivation and initiative. At the basic level it requires that one is positive, proactive and is able to work with little direction. At the higher levels there is an increasing expectation for exceeding requirements and going beyond the usual to be successful. This competency is about the drive, energy and initiative that one displays in carrying out their job.

Use Information Effectively:

Collects and canvases necessary facts, figures and opinions, using a wide range of sources. Adds value by identifying patterns, trends and relationships in the data. Exhibits learning agility while navigating through information and can discern what is relevant.



1 Basic	2 Intermediate	3 Advanced
<ul style="list-style-type: none"> Identifies information needed to understand a situation or issue. Asks the right questions to size up a situation; checks with multiple sources Notices discrepancies and inconsistencies in information gathered Look for key facts and central issues Solves problems on own, doesn't wait for direction or just point out problems Considers multiple options 	<ul style="list-style-type: none"> Knows where and who to ask to seek out needed information Distinguishes between relevant and irrelevant information; focuses on what is critical Sees beyond the data and identifies patterns and trends Learns from experience and uses in new situations Looks for solutions that will address the entire issue Recognizes when to escalate an issue, and offers suggested solutions 	<ul style="list-style-type: none"> Knows whose information can be taken at face value Sees the broader implications of issues; considers different perspectives Notices similarities between different and apparently unrelated situations One's perspective and expertise are sought out by others; can coach others Relishes and is highly effective in solving large, complex issues and problems Looks beyond the obvious, doesn't stop at the first answer; see things that others don't

Explanation:

This competency requires that one have the ability to gather and analyze facts and data to see inconsistencies and to identify the key facts at the basic level. At the higher levels there are increasing expectations for a more experienced and a deeper evaluation and understanding of both the data and the sources of the data. This competency is about gaining the information needed and seeing the meaning of the data. Taking action based upon one's evaluation is addressed in *Make Sound Decisions*.

Leadership Competencies

Make Sound Decisions:

After carefully considering all available information and input, selects the best course of action between available options. Accepts personal accountability for the outcome.



Basic	Intermediate	Advanced
<ul style="list-style-type: none"> • Makes logical decisions based on the facts and the people issues • Considers available information before reaching a decision • Seeks ideas from those who will be impacted by the decision; tries to build support for the action • Ensures that decisions are implemented 	<ul style="list-style-type: none"> • Weighs the pros and cons of the various available alternatives • Balances time constraints with building consensus • Willing to make decisions when faced with gray areas or ambiguous situations; trusts ones judgment • Takes calculated risks to reach goals • Willingly takes responsibility for decisions made 	<ul style="list-style-type: none"> • Knows what is required to make the business successful, considers options accordingly • Makes timely decisions; recognizes when consensus isn't practical • Considers the possible reactions of others and plans accordingly • Makes tough practical decisions when needed; stands up for what they believe in • Supports decisions even in the face of negative reactions; explains reasons why the decision was made; "sticks to their guns" (maintains on course)

Explanation:

This competency deals with decision making and is applicable to those who directly manage/supervise others. At the basic level, it is about making decisions after considering available information, building support for one's decisions and implementing them. At the higher levels there are increasing expectations for a more developed judgment or acumen, and a willingness to take risks as well as to stand up for one's decisions.

Mobilize and Inspire:

Drives, inspires and motivates people to action. Leads and develops individuals and teams who consistently excel in the achievement of their objectives. Is flexible and organized and mobilizes resources by being equally sensitive to people and organizational needs.



1 Basic	2 Intermediate	3 Advanced
<ul style="list-style-type: none"> Establishes clear goals and expectations for people Holds people accountable for meeting their goals Routinely recognizes people for performance; usually provides developmental feedback when performance warrants Helps people see how their job is important to the organization Pulls people together to solve problems Pitches in to help team if necessary Uses tools and processes to improve their team's efficiency (PDP, Succession Planning, etc) 	<ul style="list-style-type: none"> Establishes challenging goals and expectations; people are empowered, understand their boundaries, and know what to expect Holds people accountable for their goals as well as their actions Continually provides balanced feedback on performance; coaches people on how to improve Holds frequent team meetings to keep people informed and to discuss and resolve problems Is very visible in the organization; shares thoughts, feelings and rationale with the team Uses tools and processes to improve team efficiency but also to build the individual capability of their people 	<ul style="list-style-type: none"> Establishes a clear and appealing direction for the team and ensures that everyone understands how their goals support it Brings out the best in people by providing honest feedback and by coaching them in how to become more effective Creates an environment where people are engaged and strive to do their best Is a strong presence within the organization, keeps on top of things; builds pride in the group Seen as a role model for leaders Recognized for developing and providing talent for the company

Explanation:

This competency deals with leading people and is applicable to those who directly manage/supervise others. At the basic level the expectations include setting goals and holding people accountable; recognizing others and giving feedback. At the higher levels there is an increasing sense of inspiring and motivating others versus just directing them as described at the basic level. While all leaders may inspire their people to achieve their goals; the idea of creating and offering a compelling picture of the organization's future is more directly addressed in the competency *Create a Vision*.

Planning and Achieving:

Delivers on goals by establishing workable plans and defining the appropriate priorities, actions, milestones and constraints in ways that are effective for the overall success of both business and people.



1 Basic	2 Intermediate	3 Advanced
<ul style="list-style-type: none"> • Sets realistic plans, priorities and milestones needed to reach goals • Defines responsibilities for self and others • Adjusts priorities based on unplanned events; needs little direction • Uses a to-do list (6 Most Important Things) • Handles most interruptions without losing focus or direction • Uses measures to track one's progress 	<ul style="list-style-type: none"> • Sets plans and priorities; works with others to ensure that they understand their assignments and performance expectations • Conveys priorities with right sense of urgency; understands what is and isn't important and adjusts accordingly • Ensures that the resources needed to accomplish the plan are available • Uses own time well in carrying out responsibilities • Measures progress towards goals and quickly redirects efforts as needed • Considers how results are obtained in addition to what results were obtained 	<ul style="list-style-type: none"> • Highly effective at setting plans that stretch and increase the capability of one's organization • Ensures that each person understands their goals and expectations, and then lets each determine how to accomplish with appropriate coaching • Reviews plans to ensure that all actions within the group are coordinated to reach the organization's goal • Ensures that the organization's plan considers both short and long term business demands • Keeps people focused on the most important goals and moving forward • Is a role model for how to achieve success "the May Kay way"

Explanation:

This competency deals with the actions one takes to achieve one's goals and is applicable to those who directly manage/supervise others. As the name implies, it is about establishing plans, defining roles, establishing priorities, and measuring progress at the basic level. At the higher levels there are increasing expectations about engaging one's people in the process and after agreeing on the goal, then, allowing them to determine their own plans in terms of how they will achieve the goal. Measuring progress, handling performance shortfalls and consideration for how goals are achieved are also more directly addressed at the higher levels.

Think Strategically:

Thinks about organizational issues in a broad way, considering global markets, industry benchmarks and cultural sensitivities. Constructs a clear direction and strategy to achieve the desired objective.



Basic	Intermediate	Advanced
<ul style="list-style-type: none"> • Understands the company’s strategy and direction • Develops plans and objectives for own organization that support the company/function reaching its goals • Thinks ahead; has a well-rounded perspective • Keeps up to date on trends in the industry and within one’s functional area 	<ul style="list-style-type: none"> • Actively supports and communicates the company’s strategy • Insures own organization’s short and long term objectives and initiatives are clearly aligned with company’s; communicates linkages to people in group • Sees the bigger pictures and thinks long term • Notices trends in the industry and develops plans to prepare for opportunities or problems; recognizes when it is time to shift direction 	<ul style="list-style-type: none"> • Demonstrates a broad, big-picture view of the company’s direction and strategies; works with other senior leaders to integrate the various plans into a common direction • Develops distinctive strategies to achieve and sustain competitive advantage; translates strategies into clear objectives • Comes up with fresh perspectives and new paradigms that will create value in the marketplace; focuses on how to expand the organization’s capabilities • Anticipates risks and devises strategies to manage them

Explanation:

This competency deals with broad thinking and strategies and is applicable to those who directly manage/supervise others. At the basic level it entails understanding and supporting the company and department strategies, thinking more long term and staying current on the industry and one’s function. The intermediate level calls for seeing the bigger picture and aligning both long and short term actions to support the company strategy. Neither one of these levels is charged with creating a strategy but rather supporting the function, market or company. The advanced level requires that one develops strategies designed to improve the organization’s capabilities and position in the marketplace. This level should be considered primarily for those who lead departments/functions or large organizations.