

Competency Dictionary

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

Example of competency definition and behaviors— FOSTERING TEAMWORK

Definition: 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.

Behaviors for Team Members:

- a. Listens and responds constructively to other team members' ideas
- b. Offers support for others' ideas and proposals
- c. Is open with other team members about his/her concerns
- d. Expresses disagreement constructively (e.g., by emphasizing points of agreement, suggesting alternatives that may be acceptable to the group)
- e. Reinforces team members for their contributions
- f. Gives honest and constructive feedback to other team members
- g. Provides assistance to others when they need it
- h. Works for solutions that all team members can support
- i. Shares his/her expertise with others
- j. Seeks opportunities to work on teams as a means to develop experience and knowledge
- k. Provides assistance, information, or other support to others, to build or maintain relationships with them

Behaviors for Team Leaders:

- a. Provides opportunities for people to learn to work together as a team
- b. Enlists the active participation of everyone
- c. Promotes cooperation with other work units
- d. Ensures that all team members are treated fairly
- e. Recognizes and encourages the behaviors that contribute to teamwork