Easily and economically add competencies to talent management applications with an integrated set of tools from Workitect.

Improve the selection, development,
and retention of talent with customizable
and tested Competency Interview Guides,
Competency Development Guides,
and Competency Dictionary.

Licenses for Organization-Wide Use

A. Competency Dictionary
B. Competency Interview Guides
C. Competency Development Guides

Also Available

eDeveloper™ | 360° Feedback | Certification Workshop

• **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, 2018

Intellectual Property Licenses
Economical One-Time Fee.
No Annual Renewal Fees

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Blueprints for Superior Performance

A. Competency Dictionary

• 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.

Use the dictionary to build a competency model now!
Follow the process described in an instructional program drawn from our Building Competency Models certification workshop. Details >>

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
P E O P L E

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
B U S I N E S S

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
S E L F   M A N A G E M E N T

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
Complete Contact Form

Licensees include the organizations listed on the Competency Dictionary web page.

Competency Dictionary with behavioral indicators by job level and level of proficiency

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
Professional/ Specialist	• Occasionally provides general feedback and advice to others • Recognizes the general strengths and areas to develop in others • Recognizes the importance of developing others	• Provides helpful and behaviorally specific feedback to others; ensures that others do not feel inferior or insulted • Shares information, advice, and suggestions to help others grow • Helps others understand their specific strengths and areas to develop; coaches them to grow and develop • Recognizes and reinforces the development efforts of others • Expresses confidence in others' ability to be successful	• Frequently provides helpful and behaviorally specific feedback and suggestions in a way that preserves and enhances self-esteem • Proactive at sharing specific information, advice, and suggestions to ensure others grow • Provides effective coaching by sharing insight and knowledge to help others develop • Regularly recognizes and reinforces the developmental efforts others and their improvements • Frequently expresses confidence in others' ability to be successful
Supervisor/ Manager	• Provides general feedback to others • Offers some information, advice, and suggestions • Delegates to get routine tasks accomplished • Occasionally reviews development progress with others • Wants others to be successful	• Uses feedback sessions with others to provide helpful and behaviorally specific feedback • Shares specific information , advice, and suggestions to be successful; provides coaching • Delegates to allow others to learn and grow • Reviews development progress and recognizes and reinforces efforts • Encourages others to be successful	• Uses regularly scheduled feedback sessions with others to provide helpful and behaviorally specific feedback that makes others more successful • Effectively coaches others with specific information , advice, and suggestions to be successful • Delegates assignments to others that will specifically help them develop their abilities • Regularly reviews development progress and recognizes and reinforces efforts and improvements • Expresses confidence in others' ability to be successful • Helps others to develop their capabilities
Director/ Executive	• Uses feedback sessions with others to develop their capabilities • Shares specific information , advice, and suggestions to be successful • Delegates to allow others to learn and grow • Reviews development progress and recognizes and reinforces efforts • Encourages others to develop their capabilities	• Uses regularly scheduled feedback sessions with others to provide helpful and behaviorally specific feedback that makes others more successful • Effectively coaches others with helpful information , advice, and suggestions to be successful • Delegates important assignments to others that will specifically help them develop their abilities • Regularly reviews development progress and recognizes and reinforces efforts and improvements • Expresses confidence in others' ability to be successful	• Creates a culture where feedback for growth and development are valued and recognized; makes others more successful • Develops, mentors, and promotes other leaders with detailed information, advice, and suggestions that make them successful • Creates challenging roles, responsibilities and developmental assignments that enhances the capabilities of others • Creates a culture that continually reviews development progress and rewards positive change; encourages and supports other leaders to do the same • Champions the need in the organization to regularly expresses confidence in others' ability to be successful and motivate people to get better

Learn More

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

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Customizable
Assessment & Selection Tools

B. Competency Interview Guides
To Conduct and Analyze Structured Behavioral-Event Interviews

Competency Interview Guides provide an easy-to-follow format for structured, behavioral-based interviews. Each Guide, with specific questions related to the competency, makes it easy for the hiring manager or interviewer to collect behavioral examples about a candidate's relevant work experiences and accomplishments.

The Guides provide:

- Specific questions and probes for each competency,
- Specific, high-quality behavioral data describing what superior performers do to achieve superior results,
- Surfacing of non-obvious effective behaviors that job incumbents and their bosses may be unaware of or unable to articulate,
- Strong evidence for a competency model's validity – evidence that is especially important if the model will be used for external selection.

An intellectual property license permits organizations to:

- Personalize and customize interviewing content
- Enhance their interviewing application by adding unique criteria
- Uniquely brand interviewing guides
- Reorganize interviewing guide templates

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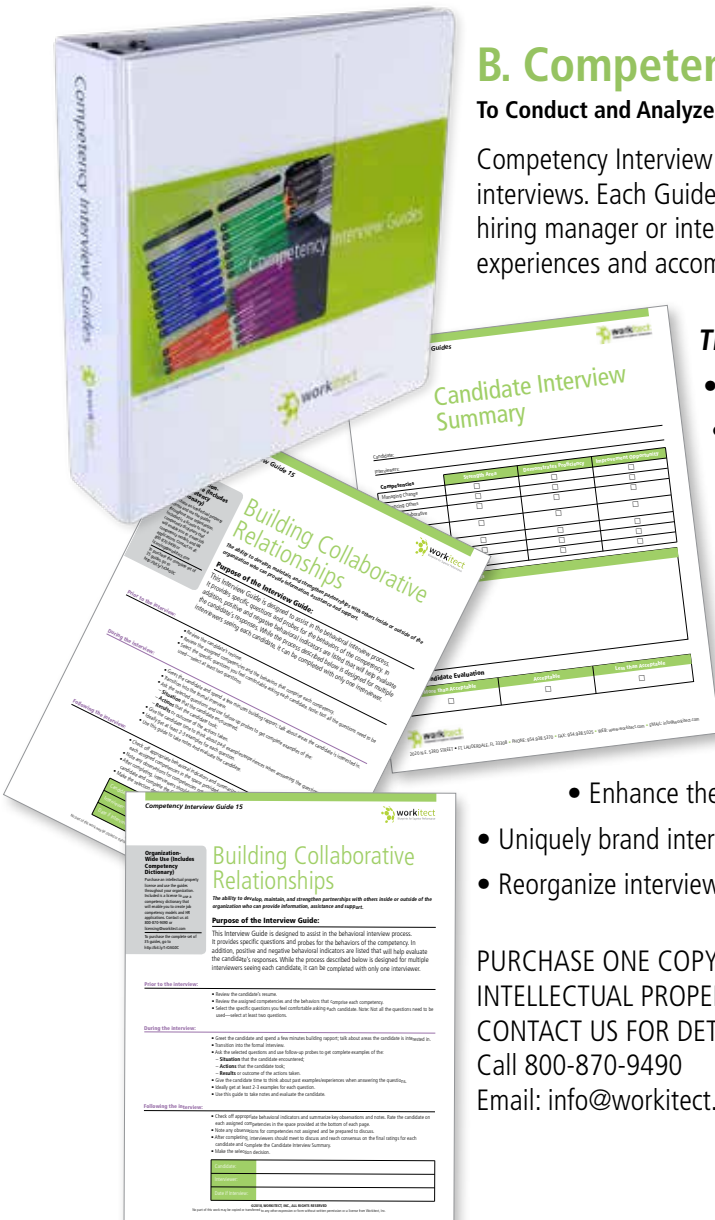
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Competency Development Tools

C. Competency Development Guide

The Resource Guide for Developing Competencies

280-page 8.5″ x 11″ spiral bound book

A Competency Development Guide intellectual property license allows organizations to integrate competency language into existing systems and leverage familiar technology to streamline new program initiatives. A license gives an organization the right to create derivatives of any part of the Guide, which includes nine exercises and forms to help people identify specific competencies to target for development and create development plans.

Each of 35 competencies includes:

- A definition and the specific behaviors of a person demonstrating the competency
  - Importance of the competency
    - General considerations in developing the competency
      - Practicing the competency
        - Obtaining feedback
          - Learning from experts
            - Coaching suggestions for managers
      - Sample development goals
    - Developmental resources
  – Books
  – Self-study courses
  – External courses and workshops

The content of the Competency Development Guide, is made available to your organization in each of these formats, as a:

- PDF that can be given to your employees, or printed and given to your employees.
- Word document that you can modify to fit your needs,

PURCHASE ONE COPY - $75.00

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