AGILE BASED COMPETENCY MANAGEMENT

ABC Management

Output 3 / Activity 1

Key competencies for European labour market – report after research

Version

Final

Activity leader

E-Peers Poland

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Acknowledgment

Table of contents

The choice and description of the most needed competencies on the European market O3/A1

One of the main and crucial moment of the project is the final choice of the 20 competencies needed on the European market. This is a starting point for several next activities. This is a reason why Partnership decided to spend some time and effort to make a right choice. Base on survey and interviews, each Partner's knowledge, analysis of accessible sources and results of their in-depth individual contacts with business the set of the most needed competencies on European market was chosen. To get to this point a Partnership has undertaken several concrete activities, such as:

- Literature analysis
- Research based on the surveys: for Business and for Trainers
- Research made during International Gamba Kaizen Congress
- Workshop – Transnational meeting held in Graz in December 2015
- Workshop – Learning/Teaching/Training Activity held in Wroclaw in January 2016

In this report we describe the way we have been made to make a final choice.

1. Literature analysis

The research included several resources. Below we are presenting the main sources and findings of the research.

1.1. Key competences for a changing world. Draft 2010 joint progress report of the Council and the Commission on the implementation of the "Education & Training 2010 work programme"

- The European Framework for Key Competences for Lifelong Learning, identifies and defines 8 key competences necessary for personal fulfilment, active citizenship, social inclusion and employability in a knowledge society:

  / Communication in the mother tongue

  / Communication in foreign languages

  / Mathematical competence and basic competences in science and technology

  / Digital competence

  / Learning to learn

  / Social and civic competences

  / Sense of initiative and entrepreneurship

  / Cultural awareness and expression

- VET has traditionally focused more on competences than general education. However, the full range of key competences, as defined in the European framework, is less systematically addressed by most countries' VET systems than it is by general education. In particular, communication in foreign languages and the full range of transversal key competences, which

are increasingly important in view of evolving labour market and societal needs, should be given more attention. (page 7)

⁂ Essential knowledge, skills and attitudes related to these eight key competences can be found in http://eur-lex.europa.eu/LexUriServ/LexUriServ.do?uri=OJ:L:2006:394:0010:0018:EN:PDF

1.2. **New Skills for New Jobs: Action Now**. A report by the Expert Group on New Skills for New Jobs prepared for the European Commission.

⁂ Encouraging creativity and entrepreneurship throughout the learning process is fundamental for future growth. (page 4)

⁂ Specific job related competences learned throughout education and training must be underpinned by transversal competences, especially digital and entrepreneurial competences, in order to both encourage initiative rather than simple reproduction of received knowledge and to better adapt to learners and employers' needs. (page 5)

⁂ Our schools, universities, training and workplaces will foster equal opportunities, entrepreneurship, trust, co-operation, and a sense of responsibility, creativity and innovation that will contribute to economic prosperity, societal good, engaged citizenship and personal well-being. (page 9)

⁂ Creativity, openness and interpersonal competences are also necessary for personal fulfilment and happiness. (page 11)

⁂ The lack of foreign language skills, and not just English, in small and medium-sized European enterprises alone results in a loss of more than €100,000 per year for each business on average. (page 11)

⁂ Many companies could use their skilled workforce more productively if they moved up the value chain, moved into higher value added products and services or altered work organisation, human resource or management practices to get the best out of people, for example, through greater employee engagement. (page 12)

⁂ The world of work requires continual adaptation of competences, especially digital competence, communication skills and adaptability to changes in work organisation. (page 13f)

⁂ Employers are interested not only in a person's academic or vocational qualification, but also in other competences that would add value to their organisation. Moreover, young people often complain that they feel unprepared for the world of work when they get there. The missing link, in part, lies in a set of desirable skills such as the ability to work quickly, analyse and organise complex information, take responsibility, handle crisis, manage risk and take decisive action. This calls for the development of 'T-shaped' individual skills profiles: individuals should combine such transversal core skills (the horizontal bar) with the These competences should be acquired as soon as possible, but they could also be developed throughout life. (page 25)

⁂ Digital skills showcase the importance of the right mix of generic competences and technical skills. E-Skills range from the informally acquired functional digital skills to specialist practitioner

skills. At one end of the spectrum, it is almost universally true that any job will require some level of e-skills. Digital and media literacy will be crucial both for life and work, and we should tend to the new goal of digital fluency. (page 25)

- Key actions: Develop the integration of the key enabling competences such as creativity, innovation, entrepreneurship, and citizenship, in schools, in higher education and initial and continuous vocational education and training. Develop and provide tools for individual self-assessment. (page 25)

- Summarizing: the following competencies are mentioned in this document:

  / Ability to work quickly

  / Analyse and organise complex information

  / Take responsibility

  / Handle crisis

  / Manage risk

  / Take decisive action

  / Creativity,

  / Innovation

  / Entrepreneurship

1.3. ESCO - European Skills, Competences, Occupations and Qualifications

(https://ec.europa.eu/esco/portal/home)

1.4. Cross-sector skills and competences

(https://ec.europa.eu/esco/portal/escopedia/Cross-sector_skills_and_competences)

Categories:

  / Thinking

  / Language

  / Application of knowledge

  / Social interaction

  / Attitudes and values

1.5. Competencies for the Knowledge Economy

(http://www.oecd.org/innovation/research/1842070.pdf) (page 8)

Workplace competencies

A literature review reveals that the different types of workplace competencies that are most agreed by different analysts, surveys and country reports are:

Inter-personal skills:

  / Team work and the ability to collaborate in pursuit of a common objective.

  / Leadership capabilities.

Intra-personal skills:

/ Motivation and attitude.

/ The ability to learn.

/ Problem-solving skills.

/ Effective communication with colleagues and clients.

/ Analytical skills.

Technological or ICT skills

1.6. International Labour Organization

http://www.ilo.org/skills/lang--en/index.htm

1.7. European Qualifications Framework for lifelong learning (EQF)

https://ec.europa.eu/ploteus/search/site?f[0]=im_field_entity_type%3A97

1.8. European e-Competence Framework

http://www.ecompetences.eu/

1.9. Rethinking Education

http://ec.europa.eu/languages/policy/strategic-framework/rethinking-education_en.htm

1.10. Education and Training Monitor 2014

http://ec.europa.eu/education/library/publications/monitor14_en.pdf

Key transversal competences:

/ Digital competences

/ Entrepreneurship competences

/ Foreign language competences

1.11. Business Skills for a Changing World – an Assessment of what Global Companies Need from Business Schools (World Environment Center 2011)

/ Better understanding of a company's products and services

/ Business planning

/ Communication with customers and other stakeholders

/ Comprehension of policy drivers and how they impact market demand

/ Major trends shaping the global marketplace

/ Relationship of science and innovation to sustainable development

/ Fundamentals of project management

/ Finance and marketing

/ Development of newer accounting models and the recognition that environmental reporting is migrating into financial reporting

/ Systems thinking and the management of complexity

/ Knowledge of multi-cultural perspectives

/ Inter-personal dynamics and negotiation skills within company teams and external groups in order to achieve priority objectives

1.12. Results of the NEPCO Project (LLP)

/ Problem solving

/ Creativity

/ Critical analysis

/ Data analysis

/ Capacity to take advantage from new opportunities

/ Team working

/ Oral and written communication capacity

/ Ability to work effectively with persons having different background.

/ Capacity to work under pressure

/ To take decisions and responsibilities

/ Proactive attitude

/ Flexibility

/ Customer care orientation

/ Leadership

/ Organizational abilities

/ Time planning and time management

/ Good command of ICT tools

/ Knowledge of English language

1.13. Future Work Skills 2020 - The Institute for the Future

/ Sense making

/ Social Intelligence

/ Novel & Adaptive Thinking

/ Cross-Cultural Competency

/ Computation Thinking

/ New-media Literacy

/ Transdisciplinarity

/ Design Mindset

/ Cognitive Load Management

/ Virtual Collaboration

1.14. Competencies proposed by e-peers on their competency management platform

- Predisposition

  / Domination

  / Empathy

  / Enthusiasm

  / Consistency

  / Creativity

  / Responsibility

  / Courage

  / Restraint

  / Openness

  / Insight

- Self

  / Assertiveness

  / Critical thinking

  / Self-organizing

  / Problem solving

  / Compliance with standards

- Sales

  / Needs analysis

  / Development of relations with Customers

  / Proposal presentation to the Customer

  / Negotiating

  / Dealing with Customer objections

  / Sale finalization

- Management

  / Building approvals and commitment

  / Vision development

  / Trust building

  / Team building

  / Empowerment, task delegation

  / Communication the vision

  / Motivating

  / Performance appraisal

  / Employee development

  / Goal settings

  / Task settings

/ Feedback

/ Coaching

/ Dealing with difficult situation with subordinates

/ Situational leadership

/ Dealing with conflicts

⁙ Lean/KAIZEN

/ Auditing

/ Waste identification

/ Process mapping

1.15. Competency Framework – talent.oecd

⁙ Achieving Results

/ Analytical Thinking

/ Achievement Focus

/ Drafting Skills

/ Flexible Thinking

/ Managing Resources

/ Teamwork

/ Team leadership

⁙ Interpersonal

/ Client Focus

/ Diplomatic Sensitivity

/ Influencing

/ Negotiating

/ Organisational Knowledge

⁙ Strategic

/ Developing Talent

/ Organisational Alignment

/ Strategic Networking

/ Strategic Thinking

1.16. A Book: How to Develop Leadership Competencies, Pablo Cardona, Pilar Garcia-Lombardia

/ Business vision

/ Vision of the Organization

/ Customer Orientation

/ Resource Management

/ Negotiation

/ Networking

/ Communication

/ Conflict Management

/ Charisma

/ Delegating

/ Coaching

/ Team Work

/ Initiative

/ Optimism

/ Ambition

/ Time Management

/ Information Management

/ Stress Management

/ Self-Criticism

/ Self Knowledge

/ Learning

/ Decision Making

/ Self Control

/ Emotional Balance

/ Integrity

2. The surveys: Business and Trainers

2.1. General information

- There were designed 2 surveys. One for businesses (HR managers) and one for trainers.

- Once the final working versions of the surveys (in English language) adopted by partners, they have been translated into the 3 partner national languages (Spanish, Polish and German) and each one of them has been incorporated into an online survey system.

- All partners have made contacts at national levels and sent invitations to these contacts in order to collect feedback from both intended target groups (Businesses and trainers). A total of 100 Businesses and 50 trainers/consultants have been targeted in the 3 participating countries.

- In order to analyse the field of competency management in the business environment, the research methodics have set general numerical targets to reach, in terms of quantity of respondents. The table below shows these targets and also the number of complete responses received and registered within the survey online system used for this purpose:

Partner countries	Survey to trainers		Survey to companies	
	Target	Responses	Target	Responses
Poland	26	33	50	78
Spain	12	13	25	16
Austria	12	10	25	26
TOTAL	**50**	**56**	**100**	**120**

The findings from both the businesses and trainers surveys are presented below

2.2. Findings

- Regarding the grouping/categorisation of competencies in the organisations, the responses compiled confirm this is generally performed in the three countries. A general grouping, represented by the option "Core employee competencies (for all employees in the organization)" has been selected as the first option in the three countries, followed by "Core manager competencies (for supervisors and managers)" as a second option in Spain (50%) and Poland (38 %), While in Austria the second used option is "Cross functional competencies (job related competencies, but can´t apply to many types of jobs; for example, time management, communication, or basic computer skills)".
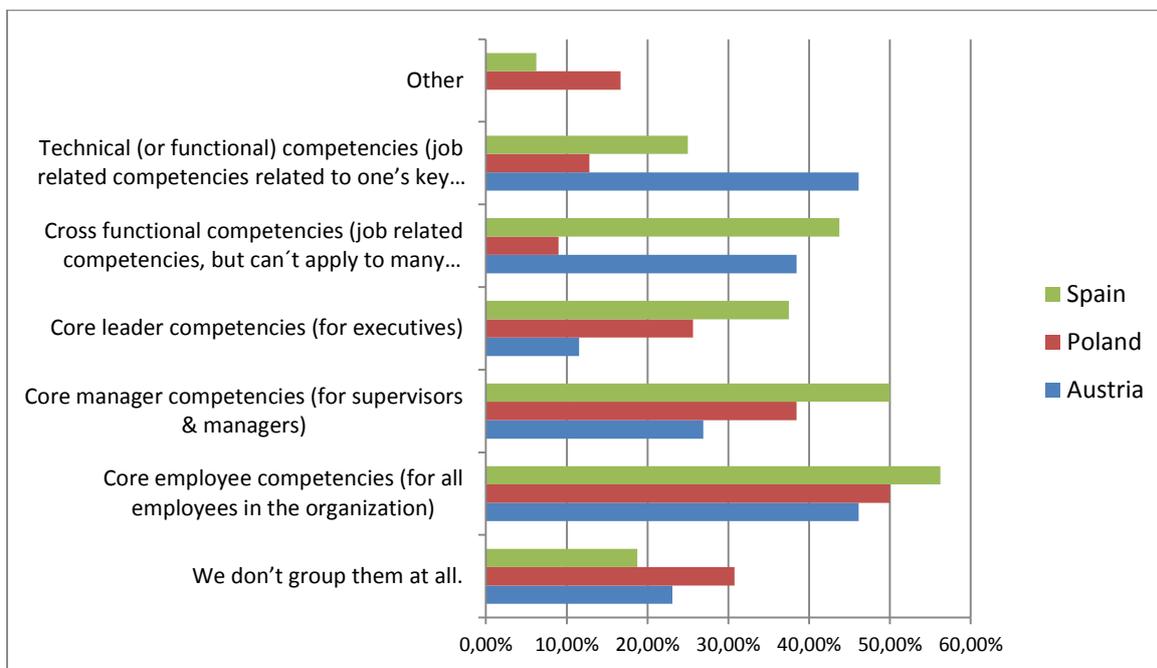
"Grouping / Categorisation of competencies"

- With regards to the key competences in organisations, the responses show that the Business competences (such as Analytical thinking, Strategic thinking, Orientation to achievements and customer focus) and the personal and interpersonal competences (such as managing people, teamwork and communication) are the most mentioned as being key competences.

	Austria	Poland	Spain
Analytical thinking	42,31%	51,28%	37,50%
Strategic thinking	34,62%	34,62%	37,50%
Managing people	53,85%	35,90%	56,25%
Orientation to achievements	38,46%	39,74%	81,25%
Customer focus	73,08%	34,62%	68,75%
Teamwork	65,38%	46,15%	62,50%
Communication	69,23%	51,28%	62,50%
Flexibility	50,00%	16,67%	43,75%
Business Thinking	69,23%	24,36%	18,75%
Delegation	23,08%	8,97%	12,50%
Vision of the organization	42,31%	8,97%	25,00%
Resource management	38,46%	7,69%	37,50%
Negotiation	30,77%	20,51%	25,00%
Networking	34,62%	12,82%	12,50%
Coaching	11,54%	11,54%	12,50%
Time Management	38,46%	21,79%	31,25%
Information Management	30,77%	26,92%	12,50%
Integrity	30,77%	7,69%	18,75%
Emotional balance	15,38%	15,38%	6,25%
Other	11,54%	7,69%	18,75%

3. Research made during International Gemba Kaizen Congress

International Gemba KAIZEN Congress, this is a two days event organised once a year by KAIZEN Institute Poland. PROFES is a main Partner of this conference. These two days collect around 200 participants: CEOs, Department Directors and Lean/KAIZEN Specialist from Poland (mainly – around 90% of participants are from Poland, the rest 10% are from abroad). During the Congress which was held in Wroclaw in November 2014, we have asked participants about proper competency profile for leaders, especially KAIZEN Leaders. There were 38 competencies proposed by us, but of course participants were asked to propose their own if the felt that something was missing.

We have received response from around 40% of participants. The 8 most needed competencies are as follows:

/ Enthusiasm

/ Consistency

/ Creativity

/ Problem solving

/ Building approvals and commitment

/ Team building

/ Employee development

/ Situational leadership

4. Workshop during a 2nd meeting held in Graz in December 2015

All sources listed above there were analyzed by Partners. This work was done as a preparation for the 2nd transnational meeting held in Graz. As a result we have had 3 sets of competencies list (e-peers and PROFES proceed together and agreed on the one list) for further analysis.

HOMINEM has proposed following list:

BUSINESS	INTERPERSONAL	PERSONAL
BUSINESS VISION	COMMUNICATION	INITIATIVE
ORGANISATIONAL VISION	CONFLICT MANAGEMENT	TIME MANAGEMENT
RESOURCE MANAGEMENT	CHARISMA	INFORMATION MANAGEMENT
CUSTOMER ORIENTATION	DELEGATION	STRESS MANAGEMENT
NETWORKING	COACHING	SELF-MANAGEMENT
NEGOTIATION	TEAMWORK	SELF-KNOWLEDGE
		SEL-CRITISISM
		DECISION MAKING
		SELF-CONTROL
		EMOTIONAL BALANCE
		INTEGRITY

MERIG has described the way of analysis:

source	20 most needed competencies	40 competencies from E-peers (a)	40 competencies from E-peers (b)	Business Skills for a Changing World - Skills for Sustainability	NEPCO - LABOUR NEEDS, PROFESSIONAL PROFILES AND COMPETENCES	Paradigm shift	Future Work Skills 2020	IDC - SKILLS REQUIREMENTS FOR TOMORROW'S BEST JOBS	ILO - A Skilled Workforce for Strong, Sustainable and Balanced Growth	Key competences for a changing world & key competences for lifelong learning	COMPETENCIES FOR THE KNOWLEDGE ECONOMY	Education and Training Monitor 2014	New Skills for New Jobs: Action Now A report by the Expert Group	ESCO - European Skills, Competences, Occupations and Qualifications	Sustainability Talent Management: The New Business Imperative
1	Problem solving	Goal settings	Assertiveness	"Seeing the big picture"	Integrity	Can lead effectively in an international business environment	Sense-making	Oral and written communication skills	literacy	Communication in the mother tongue	Team work and the ability to collaborate in pursuit of a common objective	Literacy	creativity and innovation	Thinking	Problem-Solving
2	Communication	Task settings	Critical thinking	"Language skills"	Conceptual Thinking	Can articulate and embody the values and culture of the organization	Social intelligence	Detail oriented	numeracy	Communication in foreign languages	Leadership capabilities	Numeracy	entrepreneurship	Language	Analytical Thinking
3	Digital competences	Feedback	Self-organizing	"Environmental law"	Risk Taking	Can command the respect of colleagues and reports	Novel & adaptive thinking	Microsoft Office	communication skills	Mathematical competence and basic competences in science and technology	Motivation and attitude	Digital competences	digital competences	Application of knowledge	Strategic Planning
4	Languages	Coaching	Problem solving	"Regulatory frameworks"	Networking	Can engage effectively with multiple internal and external stakeholders	Cross-cultural competency	Customer service oriented	teamwork	Digital competence	The ability to learn	Entrepreneurship competences	citizenship	Social interaction	Internal Collaboration
5	entrepreneurial competences	Dealing with difficult situation with subordinates	Compliance with standards	Communication	Strategic Thinking	Decisiveness	Computational thinking	Organizational skills	problem-solving skills	Learning to learn	Problem-solving skills	Foreign language competences	equal opportunities	Attitudes and values	Relationship Building
6	teamwork	Situational leadership	Needs analysis	"Systems thinking"	Commercial Aptitude	Can strike the right balance between risk-taking and caution	New-media literacy	Problem solving	learning ability	Social and civic competences	Effective communication with colleagues and clients		trust		Conflict Resolution
7	Creativity and Innovation	Dealing with conflicts	Development of relations with Customers	"Carbon accounting"	Decisiveness	Has industry expertise	Transdisciplinarity	Sales and operations planning	professional, technical and human resource skills	Sense of initiative and entrepreneurship	Analytical skills		co-operation		Change Leadership
8	Strategic Thinking	Auditing	Proposal presentation to the Customer	"Ability to move from the tactical to the strategic and back again"	Optimism	Has strong grasp of financials	Design mindset	Bilingual/multilingual		Cultural awareness and expression	Technological or ICT skills		sense of responsibility		Creativity and Innovation
9	learning ability	Waste identification	Negotiating		Customer Sensitivity	Is a good risk manager	Cognitive load management	Self-starting/self-motivated					openness		Business Acumen
10	Transdisciplinarity	Process mapping	Dealing with Customer objections		Persistence		Virtual collaboration	Work independently					interpersonal competences		Financial Leadership
11	Attitudes and values		Sale finalization					Microsoft PowerPoint					foreign language skills		Diversity
12	Self-starting/self-motivated		Building approvals and commitment					Project management					employee engagement		Integrity
13	Analytical Thinking		Vision development					Microsoft Word					take decisive action		Self-Management
14	Conflict Resolution		Trust building					Time management					communication skills		
15	Cross-cultural competency		Team building					Sales experience					adaptability to changes in work organisation		
16	Leadership capabilities		Empowerment, task delegation					Dependability					ability to work quickly		
17	Organizational skills		Communication the vision					Work ethics					analyse and organise complex information		
18	sense of responsibility		Motivating					Data entry					take responsibility		
19	manage risk		Performance appraisal					Business development					handle crisis		
20	Decisiveness		Employee development					Team oriented, teamwork					manage risk		

and has proposed a final choice:

The list of 20 competencies		
Problem solving	Strategic Thinking	Cross-cultural competency
Communication	Learning ability	Leadership capabilities
Digital competences	Transdisciplinarity	Organizational skills
Languages	Attitudes and values	Sense of responsibility
Entrepreneurial competences	Self -starting/self -motivated	Manage risk
Teamwork	Analytical Thinking	Decisiveness
Creativity and Innovation	Conflict Resolution	

PROFES and e-peers have proposed competencies and aspects:

	Aspect 1	Aspect 2	Aspect 3	Aspect 4	Aspect 5
SELF					
Self communication	Cross-cultural competencies	Verbal clarity	Written clarity	Right way of communication	Feedback
Teamwork	Assertiveness	Responsibility	Creativity	Learning ability	Initiativness
Self organization	Tasks setting	Prioritisation	Multitasking		
Basic	Digital competencies	Foreign language	Cross-cultural ability		
Self attitude	Consistency	Openess to change	Flexibility	Enthusiasm	Courage
MANAGERIAL					
Strategic thinking	Vision creation	Vision communication	Looking for information	Looking for experience	
Basic	Task settings	Delegating	Prise	Reprimand	
MBO	SMART goals settings	Planning meeting	Monitoring and feedback	Sumarizing the results	
Problem Solving	Defining problem	Roots analysis	Solutions identifications	Solution implementation	Monitoring
Leadership	Instructing	Training	Supporting	Delegating	Choice of leadership style
Team building	Norm and rules settings	Partnership	Individual approach to each	Consistency	Decisiveness
Coaching	Asking open questions	Goal settings	Active listening	Dialogue	
Managerial Communication	of goals	of tasks	warnings	of difficult decisions	Conflict resolution
Managerial attitude	Openess to change	Flexibility	Enthusiasm	Courage	Responsibility
Employee development	Competency diagnosis	Setting directions	Giving chance to develope	Ongoing feedback	
SALES					
Basic	Needs analysis	Proposal presentaion	Dealing with objections	Buy signals	Sales finalization
Sales communication	Dealing with complaints				
Negotiation	Preparation - BATNA	First offer preparation	First offer presentation	Dealing with deadlocks	
Sales attitude	Consistency	Flexibility	Enthusiasm	Courage	Responsibility
Building the relationships	Active listening				

The PROFES and e-peers approach, to discuss not only a list of competencies but additionally aspects of these competencies was accepted by the rest of Partners.

The set of competencies and their aspects it is a starting point for a lot of Project's products. This is a beginning of:

- The set of 1000 cases
- The set of 100 knowledge pills

Which play a central and most important role in entire Project.

Additionally, Partners agreed to see and understand competencies according to EQF approach which says that competency it is a sum of attitude, knowledge and skills.

The extend how possible is creation of the valuable case was the another aspect we have decided to take into account in choosing process. For instant, in our analysis we discuss about strategic thinking competence. Although we have found this competence important, there is no such competence in the final list, because of the limitation CAWC Method.

The first analysis where we have indicated competencies which are proposed by at least 2 Partners gave us a list of 14 competencies:

Hominem	MERIG	PROFES/e-peers
BUSINESS VISION	Strategic Thinking	Strategic thinking
	Problem solving	Problem Solving
	Leadership capabilities	Leadership
NETWORKING		Building the relationships
NEGOTIATION		Negotiation
COMMUNICATION	Communication	Self , managerial, sales communication
CONFLICT MANAGEMENT	Conflict Resolution	
TEAMWORK	Teamwork	Teamwork
INITIATIVE	Self -starting/self -motivated	
SELF-MANAGEMENT	Organizational skills	Self organization
DECISION MAKING	Decisiveness	
INTEGRITY	Attitudes and values	
COACHING		Coaching
CUSTOMER ORIENTATION		Sales attitude

Next, we have agreed on the name of competencies:

BUSINESS VISION
PROBLEM SOLVING
LEADERSHIP
NETWORKING
NEGOTIATION
COMMUNICATION
CONFLICT MANAGEMENT
TEAMWORK
INITIATIVE
SELF-MANAGEMENT
DECISION MAKING
INTEGRITY
COACHING
CUSTOMER ORIENTATION

After discussion we decided to make some transfers and develop some aspects to the chosen competencies. As result of this phase, we have develop following table:

CUSTOMER ORIENTATION

NETWORKING	Identify our interested stakeholders and the ways to make the first contact	Make the first contact with our stakeholders	How to maintain the contact over time	Assess the potential of the relationship	How to take advantage of your networking for the benefit of the business
NEGOTIATION	Prepare the negociation process and setting the BATNA	Making the first offer	Collect the other party´s feedback and reactions	Identify and analyse the gap	Get the agreement
COMMUNICATION	Listen and encourage people to give their opinions and views	Finding the right moment to say things	Selecting the right means/mediums to get the message across	Adapting the language & style to the audience	Receiving and giving feedback
CONFLICT MANAGEMENT	Identify conflicts and their nature	Analysing conflicts and understanding the parties´ positions and interests	Think about potential ways of resolving them	Managing parties´ expectations in order to reach an acceptable solution	Learn from the conflict to prevent future similar conflicts or to better react to them
DELEGATION	Analyze the needs for delegation	Choosing the right person to delegate in him/her	Communicate your expectations to the selected person	Communicate to the rest of the team that you are delegating specific tasks in the appointed person	Follow up

TEAMWORK

INITIATIVE

SELF-MANAGEMENT	Realise a personal SWOT analysis	Define and prioritise objectives	Time management	Caring about continuous improvement	Identify needs for support and get it

DECISION MAKING

PROBLEM SOLVING	Describe the problem	Roots´ analysis	Identify solutions	Implement the solutions	Monitoring

RESPONSIBILITY

CREATIVITY

CHANGE MANAGEMENT

LEARNING TO LEARN

5. Final amendments made base of feedback collected during the 1ˢᵗ Learning/Teaching/Training Activity held in Wroclaw in January 2016

During the Graz meeting (10-11 January 2015) the following (15 from 20) competencies have been initially selected:

- Customer orientation
- Networking
- Negotiation
- Communication
- Conflict management
- Delegation
- Team work
- Initiative
- Self-management
- Decision making
- Problem solving
- Responsibility
- Creativity
- Change management
- Learn to learn

As a preparation for the training, Partners developed:

- aspects to 7 from 15 competencies already selected (aspects for 8 of them were already developed)
- The first set of the Mother Cases for all aspects of 15 competencies
- 10 more competencies with aspects (without Mother Cases) to have a reasonable pool of additional competencies for further selection.

Below, there is the initial table of competencies and aspects which has been develop based on decisions from Graz and preparation for the training.

COMPETENCY	Aspect 1	Aspect 2	Aspect 3	Aspect 4	Aspect 5
CUSTOMER ORIENTATION	Identify and understand customer´s needs	Be constantly open to look for potential opportunities	Willing to exceed customer´s expectations (Offer more)	Target the best level of quality at the first attempt	Anticipate potential barriers/problems that could accure and solve them before they accure
CHANGE MANAGEMENT	Identify and define the need for change	Design the change management Strategy	Communicate the need for change and the strategy	Implement the change with a strong commitment from all the board, directos and middle management members	Monitor the implemented actions and plan adjustments
NETWORKING	Identify our interested stakeholders and the ways to make the first contact	Make the first contact with our stakeholders	How to maintain the contact over time	Assess the potential of the relationship	How to take advantage of your networking for the benefit of the business
NEGOTATION	Prepare the negociation process and setting the BATNA	Making the first offer	Collect the other party´s feedback and reactions	Identify and analyse the gap	Get the agreement
COMMUNICATION	Listen and encourage people to give their opinions and views	Finding the right moment to say things	Selecting the right means/mediums to get the message across	Adapting the language & style to the audience	Receiving and giving feedback
CONFLICT MANAGEMENT	Identify conflicts and their nature	Analysing conflicts and understanding the parties´ positions and interests	Identify potential ways of resolving them	Managing parties´ expectations in order to reach an acceptable solution	Learn from the conflict to prevent future similar conflicts or to better react to them
DELEGATION	Analyze the needs for delegation	Choosing the right person to delegate in him/her	Communicate your expectations to the selected person	Communicate to the rest of the team that you are delegating specific tasks in the appointed person	Follow up
PROBLEM SOLVING	Describe the problem	Roots´ analysis	Identify solutions	Implement the solutions	Monitoring
TEAMWORK	Commitment. Accountability	Support others	Winning frame of mind. Never allow negative "stinking thinking" to sidetrack them.	Partnership. Mutual respect	Adaptability
INITIATIVE	To turn ideas into action. Exploit existing opportunities	Develope novel approaches to old problems	Perseverance. He is continuing action in spite of adversity	To dare to take risk. Courage	Influence other by ideas, energy and positive attitude
SELF-MANAGEMENT	Realise a personal SWOT analysis	Define and prioritise objectives	Time management	Caring about continuous improvement	Identify needs for support and get it
DECISION MAKING	Identify possibilities / possible options	Evaluate possibilities / possible solutions	Agree on / make the (final) decision	Assess consequences of a decision made	Initiate change processes
RESPONSIBILITY	Keeping one's word	Knowing the weight of words, does not resort to lies and gossip	Has a will to bear the consequences of own actions	Can admit to own mistakes	Reflection
CREATIVITY	Seeking for new opportunities / Forward thinking	Quick reaction to new opportunities	Willingness to take changes and new ideas	Can transfer knowledge and new ideas	Good visualisation skills
LEARNING TO LEARN	Identify learning needs and set learning objectives	Identify learning strategies and select the best one for each situation	Learning from crisis and challenging situations	Managing knowledge acquired and Transfer it to the job	Evaluating the undertaken learning
ADDITIONAL					
e-peers					
MANAGEMENT BY OBJECTIVES	Preparation to the goal settings: goals cascading and finding reasons	Precise formulation of objectives - SMART techniqe	Participative goal settings - planning meeting with your reports, leaving them a freedom to choose ways how they are going to accomplish goals	individual monitoring meeting on periodic base	Follow-up of planning if the achivement of goals doesn't happend properly
SUBORDINATES COMPETENCY DEVELOPMENT	Competency assessment	Development goal setting	Choosing right development ways according to subordinates needs	Giving a feedback	Monitoring and aprisal
TEAMBUILDING	Building own authority and developing followers	Setting and communicate team norms and rules	Keeping a team informed about important issues and changes	Complete clarity in who is responsible for what	Involve the whole team in the decision making process
PROFES					
MAINTAINING HIGH EMPLOYEE MOTIVATION	Prise, reward, recognition	Reprimand	Treating employees fair, not favoring anyone	Believe about employees strengths	Be approachable, easy to talk with
EMOTIONAL INTELLIGENCE	Identifying and naming own emotions	Identifying and naming emotions of others	Strategy how to express own emotions	Reaction on others emotions	Revealing intentions
ASSERTIVENESS	Saying "no"	Reciving criticism	Giving criticism	Making requests	Disagreeing and stating opinions
MERIG					
BASIC BUSINESS SKILLS	Commitment to business	Supervision skills	Management of money and understanding what adds value	Quick reaction to correct negative situations (Meet deadlines)	Awareness about regulations (e.g. safety, ...)
PLANNING/ ORGANISATION	Not afraid of mistakes	Risk taking		Organizational and planning skills	Multi tasking
HOMINEM					
CROSS CULTURAL AWARNESS	Diagnose the situation and needs of cross-cultural awareness	Design a proper strategy to enhance cross-culturality at the workplace	Implement practical action plans leading to self-awareness and awareness of others	Monitor results and enhance continuous improvement	Spread out the best practices and promote them internaly
RESULT ORIENTATION	Set achievable but ambicious goals	Maintain commitment to goals when facing obstacles and frustrations.	Focus on solutions until problems are solved	Balance between quality, service, productivity and results.	Create modes of measuring performance against the set goals.
BUSINESS VISION	Market trends and practicies that are relevent to the business	Anticipating future development (3 to 5 years)	Define the business´ strategy and objectives	Analyze the environment ot exploit oportunieties and detect threats	Risk planning and management
RESOURCE MANAGEMENT	Takes into account the opportunity costs of the commited resources	Profitability of resources	Awerness about a viable and needed resources	Looking for new resources one needed	Evaluating the way resources have been used

During this training activity, as a part of preparation for cases' development we have discussed all proposed competencies, aspects having in mind that clear and common understanding of it is a necessary base for

cases' development . Having in mind mother cases and looking at contexts, we have been trying to predict if it would be possible to build a case in particular context and if yes, the cases with context would have valuable sense. To be sure that it is clear connection between particular competence and it's aspects, we have done an exercise. We have written all aspects on separate pieces of paper and have tried to connect each of them to the particular competency. The order we have obtained was slightly different to the previous one. This result (in fact the customer point of view) was an impact to the final discussion about competencies and aspects and final amendments. In this process, we have a chance to clarify meaning of all competencies and its aspects and to collect feedback and suggestions to the final version.

6. The final set of competencies and aspects

	Aspect 1	Aspect 2	Aspect 3	Aspect 4	Aspect 5
RESOURCE MANAGEMENT	Takes into account the opportunity costs of the commited resources	Ensures that commited resources are profitable to the company	Identifies available resources	Looks for new, needed resources	Evaluates the way resources have been used
CUSTOMER ORIENTATION	Identifes and understands customer´s needs	Responds promptly to the customer demand and suggestions	Is willing to exceed customer´s expectations (offers more)	Offers to the customer the best level of quality at the first attempt	Establishes and mantains effective relationship with customer and is able to win its respect and trust
CHANGE MANAGEMENT	Identifies and defines the need for change	Gets the commitement of supervisor and/to design the change management strategy	Communicates the need for change, expected end-results and benefits	Implements the change. Vigorously tries to overcome other people's resistance to change, whitout being discouraged	Monitors the implemented changes and plans adjustments
NETWORKING	Identifies interested stakeholders and the ways to make the first contact	Makes the first contact with stakeholders	Maintains the contact with stakeholders over time	Assesses the potential of the relationship with stakeholders	Takes advantage of networking for the benefit of the business
NEGOTATION	Prepare the negociation process and setting the BATNA	Making the first offer to start a negotiation	Collect the other party´s feedback and reactions, analyze the gap between negotiating parties	Sticks to the facts, figures and data without getting into personal issues to protect relationship during the negotiations	Get the agreement between negotiating parties
COMMUNICATION	Listens actively in order to understand others viewpoints	Delivers accurate and clear written and verbal messages, to persuade others in taking action	Understands directions, written, verbal and non-verbal information and signals	Adapts own language and style to others´ profiles	Promotes constructive dialogue
MOTIVATION	Finds individual motivations within the team	Gives a positive feedback to increase motivation	Motivates teammembers by giving them challenging tasks and offering support	Turns negative feedback into an opportunity for improvement	Motivates teammembers by offering career development
TEAMBUILDING	Plans and conducts new team members induction and intergration	Sets and communicates team norms and rules	Influences others by ideas, energy and positive attitude	Keeps complete clarity in who is responsible for what	Makes himself/herself approchable, listens and encourages people to give their opinions and views
CONFLICT MANAGEMENT	Identifies the nature of the conflict and decides further steps	Analyses conflict and understands the parties´ positions and interests	Identifies potential ways to resolve the conflict	Manages parties´ expectations in order to reach an acceptable solution	Learns from the conflict to prevent future similar conflicts or to better react to them
DELEGATION	Analyzes the needs for delegation	Chooses the right person to delegate to	Communicates expectations to the appointed person	Communicates to the rest of the team decion to delegate specific tasks to the appointed person	Provides support and monitors the delegated activities and achivments
DECISION MAKING	Defines the problem that the decision is about	Conducts a roots´ analysis of the problem. Analyses the problem from different angles	Identifies possible solutions to the problem and sets selection criteria for decision	Makes the decision at the right time	Assesses the consequences of the made decision

TEAMWORK	Shows evidences of reliability and commitment to the team	Is willing to give support to others by own initiative	Keeps positive thinking to overcome difficult situations	Avoids personal comments at times of disagreement	Identifies with the team's objectives and makes them his own
INITIATIVE	Turns ideas into action. Exploits existing opportunities	Participates actively in generating new ideas for his work	Acts independently in field of action, without the need for consultation at every step	Is capable of taking on new challenges	Promotes improvements in own department
SELF-MANAGEMENT	Realises a personal SWOT analysis	Defines and prioritises own objectives	Efficiently manages time	Is able to manage multitasks activities	Identifies needs for support and manages to recive it, to achive own objectives
RESPONSIBILITY	Keeps promises and commitments	Uses confidential information with care	Has a will to bear the consequences of own actions	Is able to admit own mistakes	Respects and follows company norms and standards
RESULT ORIENTATION	Is able to be flexible enough to adopt different aproaches if necesary to achieve the expected result	Maintains commitment to goals when facing obstacles and frustrations	Is familiar with the initial plan an keeps focus on expected results	Mantains quality, time and budget effectively	Looks for ways to improve productivity to achive the results
CREATIVITY	Constantly looks forward and seeks for new opportunities	Is able to think out of the box to take adventage of new business opportunities	Is willing to accept changes and new ideas	Uses previous knowledge and experiences in creative processes	Is able to describe and present new ideas to others
LEARNING TO LEARN	Identifies learning needs and sets learning objectives	Identifies learning strategies and selects the best for each situation	Learns from crisis and challenging situations	Manages knowledge acquired and transfers it to the job	Evaluates the undertaken learning
SELF DEVELOPMENT	Asks for feedback and shows openness to recive it	Devotes time for personal and professional learning	Seeks out situations and relationships to help him to develop personally and professionally	Maintains a positive attitude to changes, perceiving them as learning opportunities	Asks other people who have outstanding results how they do it and try to do the same
CROSS CULTURAL AWERNESS	Is open to welcome culturaly different people	Does the effort to undarstand beheviours with which he/she is unfamiliar	Avoids formulating quick judgments on culturally different people	Is sensitive to differences in verbal and non verbal signals from other cultures	Is able to value diversity when working with people from different cultures