

AGILE BASED COMPETENCY MANAGEMENT

ABC Management

Output 3 / Activity 1

The Set of 20 competencies each with general definition, 5 aspects each describe by definitions and 10 work contexts

Version

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Introduction

The following document was elaborated based on findings of research “Key competencies for European labour market” and contains 20 competencies. Each competency is broken into 5 aspects. Both competencies and their aspects are described by definitions. The list of competencies is as follows:

- ✿ Resource Management
- ✿ Customer Orientation
- ✿ Change Management
- ✿ Networking
- ✿ Negotiation
- ✿ Communication
- ✿ Motivation
- ✿ Team Building
- ✿ Conflict Management
- ✿ Delegation
- ✿ Decision Making
- ✿ Teamwork
- ✿ Initiative
- ✿ Self-management
- ✿ Responsibility
- ✿ Result Orientation
- ✿ Creativity
- ✿ Learning to Learn
- ✿ Self-development
- ✿ Cross Cultural Awareness

Additionally, the document includes 19 contexts:

- ✿ Board Member
- ✿ HR Manager
- ✿ Sales Manager
- ✿ Production Manager
- ✿ Logistics Manager
- ✿ Back office Manager
- ✿ Finance/Accounting Manager
- ✿ Quality Manager
- ✿ Marketing Manager
- ✿ IT Manager
- ✿ HR Team Member
- ✿ Sales Team Member
- ✿ Production Team Member
- ✿ Logistics Team Member
- ✿ Back office Team Member
- ✿ Finance/Accounting Team Member
- ✿ Quality Team Member
- ✿ Marketing Team Member
- ✿ IT Team Member

This content is a base for a cases and knowledge pills development which are planned as a next activities in this project.

RESOURCE MANAGEMENT

The ability to use accessible resources (people, material, budget etc.) in timely, economical and effective way to achieve planned results.

Aspects of the competency:

- Takes into account the opportunity costs of the committed resources – *When exploiting accessible resources, they analyse costs of lost profits – they make sure that their usage of resources to accomplish planned activities is more beneficial than their application in some other possible way.*
- Ensures that committed resources are profitable to the company – *They do not take exploited resources for granted – they take into consideration the fact that resources cost money and have to generate profit. If that does not happen, they are flexible and open to changes in this area.*
- Identifies available resources – *They are conscious of accessible resources that can be used to goals accomplishment. They do not think of resources as money only but they also bear in mind that resources include people, their knowledge, their competence and experience, accessible information, time, and so on.*
- Looks for new, needed resources – *They look for new resources (human, intellectual, competency, equipment, cost etc.) and can link their choice with the analysis of present as well as future needs.*
- Evaluates the way resources have been used – *They analyse the efficiency of accessible resources utilization, draw conclusions for the future.*

CUSTOMER ORIENTATION

The ability to focus on changing needs and wants of customers, to take into account customer expectation in every single decision and action.

Aspects of the competency:

- Identifies and understands customer's needs – *They analyse customer expectations on regular basis, follow changing customer preferences.*
- Responds promptly to the customer demand and suggestions – *Customer needs and expectations are the most important benchmarks for actions even if it requires additional effort or non-standard actions*
- Is willing to exceed customer's expectations (offers more) – *They are ready to undertake actions going beyond standards of good customer service, they can surprise a customer with their own initiative in this.*
- Offers to the customer the best level of quality at the first attempt – *They analyse the process of customer service, draw conclusions and improve it, they demand from employees that they fulfil customer needs completely on every stage without the necessity of error correction.*
- Establishes and maintains effective relationship with customer and is able to win its respect and trust – *They act in an ethical way, lay down clear and transparent rules of cooperation with a customer.*

CHANGE MANAGEMENT



The ability to plan and introduce new process, methods of working approach etc. in the organization with a minimum resistance of those who this change affects.

Aspects of the competency:

- Identifies and defines the need for change – *They look forward, analyse accessible data for necessary changes and results that those changes can bring in everyday work of a manager, a team or a company in the near and more distant future.*
- Gets the commitment of direct manager and/to design the change management strategy – *They act proactively – don't wait for a message from their direct managers – they suggest solutions on their own and wait for their acceptance.*
- Communicates the need for change, expected end-results and benefits – *They can reach out to people who face the necessity of change through effective information on expected results of that change as well as its inevitability and noticeable, coming benefits resulting from the change.*
- Implements the change. Vigorously tries to overcome other people's resistance to change, without being discouraged – *They can effectively manage the process of change implementation. They work persistently and efficiently to neutralize resistance to change which should lead to its acceptance. They do not get discouraged, serve as a model and example for the team of how efficiently and beneficially they can go through the process of change.*
- Monitors the implemented changes and plans adjustments – *They can monitor the process of the change implementation by the team: they know the level of competencies, motivation and undertaken actions of each subordinate and the team as a whole. They can communicate effectively to the team results of that observation, make sure that every member of the team knows results, encourage to inform about problems, concerns as well as successes and benefits. They undertake appropriate recovery or motivational measures depending on their observation and feedback given by the team.*

NETWORKING

The ability to build, maintain and use a network of relationships with different key people in different organizations.

Aspects of the competency:

- Identifies interested stakeholders and the ways to make the first contact – *They elicit and update information about the people outside the team or their organization who can be a valuable asset from the business or any other, e.g. developmental point of view. They look for possibilities of contacting them.*
- Makes the first contact with stakeholders – *They actively initiate contacts with people outside their team or outside their organization demonstrating creativity and tact.*
- Maintains the contact with stakeholders over time – *They contact key people on regular basis taking advantage of different chances and pretexts.*
- Assesses the potential of the relationship with stakeholders – *They analyse the benefits of cooperation with people outside your team or your organization. They can assess the potential of those benefits and juxtapose it with the cost of efforts that need to be undertaken to initiate and maintain that cooperation.*

- Takes advantage of networking for the benefit of the business – *They understand and can turn the benefits of building relations with people outside the team or their organization into business, financial or nonfinancial advantages (e.g. the team motivation, development, satisfaction, etc.)*



NEGOTIATION

The ability to get the agreement which is satisfactory for both sides, using different strategies and tactics.

Aspects of the competency:

- Prepare the negotiation process and setting the BATNA - *While preparing to negotiations, they take into consideration and set their own lower threshold value which determines the point when agreement on negotiation partner conditions stops being beneficial. They undertake an effort to assess corresponding partner's threshold value – with the highest degree of probability.*
- Making the first offer to start a negotiation – *When negotiating they are prepared to present their offer as the first one. They know their own threshold level, but also expected, satisfying goal they want to achieve (e.g. final price). When presenting the offer, they state higher goal to gain some room for negotiation.*
- Collect the other party's feedback and reactions, analyse the gap between negotiating parties - *When negotiating they analyse and compare not only value of mutual concessions but also keep track on feedback they get from the negotiating partner, their reactions (including nonverbal ones).*
- Sticks to the facts, figures and data without getting into personal issues to protect relationship during the negotiations - *When negotiating, especially in difficult moments, they can discard emotions and biases or opinions and focus on facts. They try to achieve the same in their negotiating partner.*
- Get the agreement between negotiating parties – *When negotiating they strive to reach agreement based on mutual benefits. They do not try to win by all means, e.g. by the expense of their negotiating partner. They are not also passive or submissive by agreeing to own losses –anything below their threshold.*

COMMUNICATION

The ability to listen, understand and give clear messages to others in proper way, time and to right persons.

Aspects of the competency:

- Listens actively in order to understand others viewpoints – *They obtain real, thus 100 % in accordance with the intentions of the interlocutor information. At the same time, they ensure that their interlocutor achieves the same result.*
- Keeps speaking and writing structure to create logic and coherent form, accurate to the content – *They communicate in a clear and coherent manner; they achieve high coherence in reading their intentions by the interlocutor/ interlocutors.*
- Ask questions and uses paraphrases to clarify and understand the others side intention. Uses verbal and non verbal support contact, doesn't interrupt the interlocutors speech.
- Adjust language, visualization and example to the receiver, in speaking and writing communication – *They make use of so called „language adaptation“, in order to be understood correctly they adapt vocabulary and illustrate their messages so that they are clear to the interlocutor. That way they diversify interlocutors on the basis of their needs and perception skills.*

- During discussions focuses on finding the most profitable solution – *Conducting the conversation, they focus on mutual exchange of information which is the base for the both parties' standpoint. In discussion, although they try to persuade the other party to their point of view, they do not do it at all costs; their most important goal is to reach the most satisfying solution for the both parties*



MOTIVATION

The ability to keep a high level of motivation among team members.

Aspects of the competency:

- Finds individual motivations within the team – *They can recognise and exploit diversified actions to increase or maintain motivation level – both in specific members of the team and in selected groups of employees.*
- Gives a positive feedback to increase motivation – *They focus on those actions, behaviours, which in their opinion should be replicated.*
- Motivates team members by giving them challenging tasks and offering support – *They treat their team's tasks as an important motivation factor. They choose people to tasks taking into consideration i.e. motivational aspect.*
- Turns negative feedback into an opportunity for improvement - *When giving negative feedback they are able to motivate the employee to not only correct his misbehaviour that resulted in the negative feedback but also to achieve the best results.*
- Motivates team members by offering career development – *They take care for the real development possibilities for the team members. They make sure that development activities and possible promotions of individual members of the team result in their and also other members of the team increased motivation.*

TEAMBUILDING

The ability to identify and motivate individual employees to perform his level best to meet the team targets and achieve the organization's goal.

Aspects of the competency:

- Plans and conducts new team members' induction and integration – *When accepting a new person in the team, they take care of providing all parties with adequate information and assisting the integration process of a new person and the team. Bidirectional flow of information among a manager, a new person and remaining members of the team covers not only execution of tasks, standards, goals and responsibilities execution but also area of emotions, concerns, confidence-building and common organization culture.*
- Sets and communicates team norms and rules - *They take care that the team members know standards and rules they have to conform to, which behaviour is desirable and which is unacceptable. When appropriate (forming a new team, accepting a new member, result analysis, a problem influencing the quality of the team's performance etc.) they remind the rules and ensure that they are respected.*
- Influences others by ideas, energy and positive attitude – *They make sure that their own behaviour and attitude have a motivating influence on the team. They try to demonstrate that if one works on their ideas and do not get discouraged there is a way out of every situation and even if a mistake or failure occurs it can be a great lesson for the future.*

- Keeps complete clarity in who is responsible for what – *They make sure that all team members know their tasks and responsibilities and that they identify with them. They introduce measures to increase identification with the tasks and individual responsibility for them (e.g. by taking on board employees suggestions) as well as for the results of the whole team.*
- Makes himself/herself approachable, listens and encourages people to give their opinions and views – *They appreciate the worth of learning other people's point of view recognising that they may not always be right. If they regard a suggestion as a valuable one they take it into consideration.*



CONFLICT MANAGEMENT

The ability to diagnose, deal with and resolve interpersonal conflicts promptly, with disputes in a rational way and without allowing personal relationships to suffer as a result

Aspects of the competency:

- Identifies the nature of the conflict and decides further steps – *They are sensitive even to slight symptoms of a rising conflict. Their relationship with the team enable a sincere contact with people which facilitates identification of the nature of possible conflict and undertaking appropriate action.*
- Analyses conflict and understands the parties' positions and interests – *They can be impartial when analysing sources of a conflict and can identify roles of particular people involved in it. They make an effort to learn not only standpoints of particular people involved in the conflict but also businesses, in other words answers to questions relating to the real causes of adopting a particular standpoint.*
- Identifies potential ways to resolve the conflict – *They can find and suggest different ways of solving conflicts. They do not impose them, but take care of a diplomatic approach towards people. Usually conflicts are accompanied by strong emotions and those are food for potential misunderstandings and further escalation of tension. However, in favourable circumstances, e.g. if they face a direct request for suggestion, they are confident enough to offer such solutions.*
- Manages parties' expectations in order to reach an acceptable solution - *They can combine expectations and standpoints of parties in conflict and lead in its initial stage to mediation and in consequence to accepting a solution which is satisfying for the both parties. If it is necessary, they can mediate on their own taking into consideration expectations of the both parties and coming up with a satisfying solution.*
- Learns from the conflict to prevent future similar conflicts or to better react to them – *Bearing in mind the fact that it is impossible to avoid all conflicts, they try to learn from the conflict they managed to solve: how to prevent potentially conflict situations from happening again in the same area, and also if the situation happens again how to manage the conflict in an efficient way to keep material, time or emotional losses to a minimum.*

DELEGATION



The ability to lead a process of transfer on the right person responsibility, power and authority essential to achieve expected results and goals in transparent and fair way to the rest of the team.

Aspects of the competency:

- Analyses the needs for delegation – *They do not avoid delegating. They can analyse which of their task they want to and which they should delegate. They can ensure that their delegating is also motivational; a person performing the tasks should be willing to do it not only be obliged to.*
- Chooses the right person to delegate to – *They choose a person who they delegate the task to not only by taking into consideration this person workload. They also keep in mind their predispositions to carry out specific work and motivation to gain competencies necessary to unassisted performance of delegated task.*
- Communicates expectations to the appointed person – *When delegating tasks, they take care of efficient exchange of information with a subordinate who should know the range of new duties and responsibilities, benefits connected with the task performance as well as the date when he starts. Both parties together draw up the action plan which will enable the employee to be completely unassisted in this task performance.*
- Communicates to the rest of the team decision to delegate specific tasks to the appointed person - *They take care of transparency of the delegation process, they present their decision as well as intentions and reasons for its taking.*
- Provides support and monitors the delegated activities and achievements – *They encourage the employee to share all their doubts and concerns. They take the line that they should not wait for possible mistakes (that cannot be avoided completely), but should employ preventive actions to let the employee learn how to avoid them in the future.*

DECISION MAKING

The ability to identify possible solutions and the choose of the best one in the right time.

Aspects of the competency:

- Defines the problem that the decision is about - *Identifies its character and range.*
- Conducts a roots' analysis of the problem. Analyses the problem from different angles - *In order to get a fuller picture, they communicate with people and make use of observations, analyses as well as opinions from different perspectives or levels of involvement in a particular problem.*
- Identifies possible solutions to the problem and sets selection criteria for decision – *They are not satisfied with a single idea (it is usually the first that comes to their mind). They create a choice of different solutions and then set objective criteria facilitating taking the best decision.*
- Makes the decision at the right time – *They can choose optimal time for taking the decision. On the one hand they do not take it too hastily but they analyse the causes of the problem and possible solutions and on the other hand they do not hesitate too long to prevent the problem from escalating.*
- Assesses the consequences of the made decision – *Before they take a decision they predict and assess its possible subsequent consequences. They form on this basis the account of potential profits and losses.*

TEAMWORK

The ability to work collaboratively, with expected level of commitment and willingness to give support to others and to avoid personal conflicts with others within the team, in order to achieve a goal.



Aspects of the competency:

- Shows evidence of reliability and commitment to the team – *They show their involvement into their team’s work by demonstrating involvement in activities aiming at common goals accomplishment, being active and giving proof of reliability. They take care of mutual trust of the team members.*
- Is willing to give support to others by own initiative – *They are willing to cooperate, have the initiative to support other team members in the activities connected with common goals accomplishment.*
- Keeps positive thinking to overcome difficult situations - *They can turn a feeling of failure into success. They focus not on problems only, but also on their solutions. They do not give up, but try to see good sides of each situation and change complaints into into corrective actions.*
- Avoids personal comments at times of disagreement – *In the situation of disagreement within the team, they try to use reasonable arguments and support their opinions and decisions with facts.*
- Identifies with the team's objectives and makes them his own – *In the interest of common goals accomplishment, they can be flexible.*

INITIATIVE AND AUTONOMY

The ability to take individual action often undertake without direct inspiration and contribution from manager side.

Aspects of the competency:

- Participates actively in generating new ideas for his work – *They promote their suggestions of new solutions and also try to work on improving others’ ideas.*
- Turns ideas into action. Exploits existing opportunities - *They undertake own initiative not only by producing ideas but also by turning them into action. They take into consideration possibilities of exploiting existing opportunities and that way they make their ideas credible.*
- Acts independently in field of action, without the need for consultation at every step – *They do not wait for support, take their own decisions, set goals and try to predict potential difficulties.*
- Is willing to take on new challenges - *They are eager to undertake new tasks. They are looking for challenges.*
- Promotes improvements in own department – *They try on their own initiative to persuade co-workers to implement changes in the team which may result in improving efficiency, quality or work comfort.*

SELF-MANAGEMENT

The ability to be efficient and productive, to achieve previously planned tasks on time, with expected quality, using not more than planned resources.

Aspects of the competency:

- Realizes a personal SWOT analysis – *They carry out SWOT analysis of their activities (strengths and weaknesses, opportunities and difficulties). It aims at improvement of their own efficiency.*
- Defines and priorities own objectives – *They categorize their tasks according to their importance (e.g. in relation to defined, own professional goals), and also to their urgency.*

- *Is able to plan tasks necessary to achieve goals*
- *Efficiently manages time – They analyse their own time thieves, set goals and prioritise them, make action plans, etc.*
- *Is able to manage multitasks activities – They do not lose track of things even when performing multiple tasks, they can deal with them even if they require diverse competencies and their deadlines overlap.*

RESPONSIBILITY

The ability to being accountable, to maturely respond to the various challenges and circumstances of life.

Aspects of the competency:

- *Keeps promises and commitments – They keep promises even in a situation which is difficult for them, e.g. when it requires additional involvement.*
- *Uses confidential information with care – They keep information confidential, especially one that has been entrusted by customers or business partners. They implement and obey procedures of protecting classified information.*
- *Has a will to bear the consequences of own actions – They are courageous, do not look for unnecessary excuses, if they make unassisted decisions and actions they also accept consequences both good and bad ones.*
- *Is able to admit own mistakes - They do not dodge, can admit their faults and undertake corrective actions.*
- *Respects and follows company norms and standards – Even if they have a different view or idea for changes in the standard they make use of accepted in the company channels to influence the change of the present standard.*

RESULT ORIENTATION

The ability to consistently deliver required results, achieves set goals with respect to quality, service, productivity standards and deadlines.

Aspects of the competency:

- *Is able to be flexible enough to adopt different approaches if necessary to achieve the expected result – They can support and improve solutions designed by other people including his subordinates, and also can persuade subordinates in general to accept these solutions if they regard them as leading to the desired goal.*
- *Maintains commitment to goals when facing obstacles and frustrations - They get involved in a task keeping in mind its goal and its deadline. They try to stick to the terms of the goal and maintain involvement in the given task even if there are obstacles in its accomplishment.*
- *Is familiar with the initial plan and keeps focus on expected results – They monitor and stick to the set at the beginning implementation plan in relation to expected results. They can also modify actions if there is such a need focusing on the goal's accomplishment.*
- *Maintains quality, time and budget effectively - When delivering the tasks, they follow three variables: deadline, quality of goal's achievement and costs (financial and other, e.g. human,*

equipment, premises etc.) When any of these variables is infringed, others also need to be modified to keep planned level of goal's accomplishment.

- Identifies needs for support and manages to receive it, to achieve own objectives- – On the other hand, they can assess and decide when this support is really necessary



CREATIVITY

The ability to adapt in changing circumstances, to think outside of the box, which results in innovative or different approaches to a particular task.

Aspects of the competency:

- Constantly looks forward and seeks for new opportunities – *They actively look for new solutions and once they are implemented they are focused on their continuous development.*
- Is able to think out of the box to take advantage of new business opportunities – *When looking for new solutions, they not only employ actions already verified, they can go beyond mental borders of their division/organization, they not only use their own creativity, but also look for inspiration in other, even distant branches.*
- Is willing to accept changes and new ideas – *They are open to new solutions, actively look for information necessary to understand or accept changes.*
- Uses previous knowledge and experiences in creative processes – *They try to learn from their mistakes and start the process of creating thinking from developing verified ideas.*
- Is able to describe and present new ideas to others – *They are efficient at eliminating possible concerns and gossips, which may go around when implementing new ideas. They are also open to recipients' ideas.*

LEARNING TO LEARN

The ability to pursue and organize one's own learning, either individually or in groups, in accordance with one's own needs, and awareness of methods and opportunities.

Aspects of the competency:

- Identifies learning needs and sets learning objectives – *They can recognise which areas require self or/and team development. They set development goals according to SMART methodology.*
- Identifies learning strategies and selects the best for each situation – *They decide on methods and strategies connected with own and/or the team development needs. They can choose optimal action to specific goals. They can differentiate it in a flexible way depending on expected results.*
- Learns from crisis and challenging situations – *They treat each of them as a lesson for the future, not as a failure.*
- Manages knowledge acquired and transfers it to the job – *They can manage own and the team's knowledge and competencies. They make use of own or/and the team members' knowledge and competencies to improve efficiency of professional activities.*
- Evaluates the undertaken learning – *They broaden their knowledge, manage the process of its acquisition for themselves and the team.*

SELF DEVELOPMENT

The ability to devote time to acquire a new knowledge, to see feedback as a chance to growth and to see change as a learning opportunity.

Aspects of the competency:

- Asks for feedback and shows openness to receive it – *They are open to feedback, they seek for it to confirm which activities they perform properly and which should be corrected.*
- Devotes time for personal and professional learning – *They devote time for development of competencies. They place it even above activities delivering current earnings, they invest in their own professional development which can turn out to be more beneficial in the future.*
- Seeks out situations and relationships to help him to develop personally and professionally – *They are active in seeking possibilities for such actions as part of their professional duties which lead to personal and professional development and not only to the improvement of current results.*
- Maintains a positive attitude to changes, perceiving them as learning opportunities – *This attitude dominates over concerns which are usually connected with changes.*
- Asks other people who have outstanding results how they do it and try to do the same – *They learn from others, they can turn for advice to people whose results are unique and learn how to achieve similar results. At the same time they also want to get feedback on their own professional actions that they can use in their development process.*

CROSS CULTURAL AWARENESS

The ability to understand and value differences between himself/herself and people from other countries, with different backgrounds, attitudes, beliefs, perceptions and values

Aspects of the competency:

- Is open to welcome culturally different people - *They demonstrate curiosity and interest in cooperation with people from other cultures. They try to learn as much as they can and not impose own system of values on others.*
- Does the effort to understand behaviours which he/she is unfamiliar with – *When cooperating with people from other cultures they try to find out real reasons and meaning of behaviours which may on the surface seem incomprehensible or even difficult to accept.*
- Avoids formulating quick judgments on culturally different people – *When dealing with people from other cultures they try to avoid forming opinions a priori and generalising. They avoid being guided by stereotypes.*
- Is sensitive to differences in verbal and nonverbal signals from other cultures – *When dealing with people from other cultures they are sensitive to be diplomatically cautious even in the minor elements of behaviour, e.g. body language, gestures, facial expression or eye contact and also when using particular expressions. They are sensitive to finding differences even in routine and not significant words or activities, e.g. exchanging business cards or giving a floor during a meeting.*
- Is able to value diversity when working with people from different cultures – *When cooperating with people from different cultures they do not treat possible differences (e.g. different attitude to work and responsibilities, mental or relating to customs differences) as a problem, but as a possibility to enrich own set of methods of professional work.*

The Set of Contexts

The Partnership of the Project have decided to see context as a multiplying of the two dimensions:

Dimension 1 – Managerial position:

- Manager
- Non Manager

Dimension 2 – Functional area:

- Board
- HR
- Sales
- Production
- Logistics
- Back office
- Finance/Accounting
- Quality
- Marketing
- IT

As a result we get 19 contexts:

- Board Member
- HR Manager
- Sales Manager
- Production Manager
- Logistics Manager
- Back office Manager
- Finance/Accounting Manager
- Quality Manager
- Marketing Manager
- IT Manager
- HR Team Member
- Sales Team Member
- Production Team Member
- Logistics Team Member
- Back office Team Member
- Finance/Accounting Team Member
- Quality Team Member
- Marketing Team Member
- IT Team Member

These 19 context will be a base for contextual cases' development.