

Core Competencies Table

Competencies for use in developing client competency models and supporting selection and development assessments.

Competency	✓	R	Competency	✓	R
Thinking Style			Leadership Skills		
Adaptability			Change Management		
Decision Making			Strategic Thinking		
Innovation and Creativity			People Development		
Problem Solving			Team Leadership		
			Delegating		
Interpersonal Skills			Work Style		
Building Relationships			Business Orientation		
Conflict Management			Initiative and Responsibility		
Customer Focus			Personal Development		
Influencing Others			Planning and Organizing		
Political Savvy			Results Orientation		
Teamwork and Collaboration			Stress Management and Resilience		
Verbal Communication			Written Communication		
Active Listening			Values and Ethics		
<i>Communication*</i>					

**Verbal Communication, Active Listening, and Written Communication can be combined into one Communication competency.*

Core Competencies Table (Expanded)

Competencies for use in developing client competency models and supporting selection and development assessments.

Competency	✓	Behavioural Indicators
Thinking Style		
Adaptability <i>Adapting to new or ambiguous situations.</i>		<ul style="list-style-type: none"> ○ Displays a positive attitude towards uncertainty and change. ○ Considers options different than one's typical or preferred approach. ○ Changes behaviour to better suit different situations. ○ Adjusts plans in light of changing circumstances or unanticipated problems. ○ Adapts approach in line with departmental or organizational changes.
Decision Making <i>Making sound decisions without unnecessary delay.</i>		<ul style="list-style-type: none"> ○ Makes decisions in a timely manner. ○ Gathers an appropriate amount of information to support sound decision making. ○ Anticipates the consequences of decisions. ○ Makes decisions confidently when information or guidance is lacking. ○ Takes well-educated risks.
Innovation and Creativity <i>Challenging conventional thinking and finding ways to improve on the status quo.</i>		<ul style="list-style-type: none"> ○ Displays openness to new ideas. ○ Questions traditional assumptions and practices. ○ Seeks out creative ideas and solutions from others. ○ Generates creative ideas and solutions. ○ Ensures that new ideas are implemented effectively.
Problem Solving <i>Analyzing problems and generating well-reasoned solutions.</i>		<ul style="list-style-type: none"> ○ Demonstrates strong analytical thinking skills. ○ Takes steps to learn more about an issue or situation (e.g., conducts research, asks questions). ○ Focuses on objective facts and data. ○ Identifies flaws, obstacles, and potential oversights. ○ Considers a number of potential solutions.
Interpersonal Skills		
Building Relationships <i>Establishing and developing strong professional relationships.</i>		<ul style="list-style-type: none"> ○ Seeks out opportunities to meet people and develop a network. ○ Builds rapport quickly and easily. ○ Keeps in regular contact with others to maintain relationships. ○ Offers information and support to people in one's current network. ○ Finds opportunities to partner with others for mutual benefit.
Conflict Management <i>Resolving disagreements in a professional manner, considering the best interests of all parties involved.</i>		<ul style="list-style-type: none"> ○ Deals with conflict quickly and directly. ○ States opinions and concerns openly yet diplomatically. ○ Listens to and respects conflicting points of view. ○ Maintains a calm and professional demeanour in conflict situations. ○ Works to find "win-win" solutions to conflicts.
Customer Focus <i>Ensuring that customers' needs and expectations are met and exceeded.</i>		<ul style="list-style-type: none"> ○ Establishes and maintains strong customer relationships. ○ Takes action to identify and understand customer needs. ○ Responds to customers promptly and follows up on their concerns. ○ Provides service to customers beyond what would be expected. ○ Takes steps to improve customer service approach, methods, and processes.

<p>Influencing Others</p> <p><i>Persuading others and gaining agreement.</i></p>	<ul style="list-style-type: none"> ○ Presents clear and rational arguments. ○ Supports an argument with relevant information, data, and opinions. ○ Demonstrates respectful persistence in promoting an idea or solution. ○ Adapts approach or style of persuasion to have a greater impact. ○ Negotiates effectively to reach agreement.
<p>Political Savvy</p> <p><i>Understanding political forces at work within the organization and externally, and acting accordingly.</i></p>	<ul style="list-style-type: none"> ○ Displays tact and sensitivity. ○ Considers others' needs, concerns, and agendas. ○ Demonstrates an understanding of political forces impacting the organization. ○ Uses formal and informal channels to get things done. ○ Manoeuvres effectively through politically charged situations.
<p>Teamwork and Collaboration</p> <p><i>Working with others to achieve shared goals.</i></p>	<ul style="list-style-type: none"> ○ Consults and involves others in decision making. ○ Helps and supports others. ○ Builds consensus. ○ Focuses on “win-win” outcomes when working with others. ○ Shares information and resources with others.
<p>Verbal Communication</p> <p><i>Expressing thoughts clearly and ensuring that the message is understood.</i></p>	<ul style="list-style-type: none"> ○ Explains concepts in a clear and articulate manner. ○ Adapts communication style and content to suit different audiences. ○ Provides an appropriate amount of detail when communicating with others. ○ Communicates in an interesting and engaging manner. ○ Demonstrates well-developed presentation skills.
<p>Active Listening</p> <p><i>Listening carefully to others so as to truly understand their perspective, issues and ideas.</i></p>	<ul style="list-style-type: none"> ○ Listens patiently without dominating conversations or interrupting. ○ Shows genuine interest in what others have to say. ○ Accurately summarizes what others have to say. ○ Maintains eye contact and avoids distractions when engaged in conversation. ○ Responds accurately to questions without jumping to conclusions.
<p>Leadership Skills</p>	
<p>Change Management</p> <p><i>Supporting or spearheading change initiatives and helping to ensure their acceptance and success.</i></p>	<ul style="list-style-type: none"> ○ Accepts the need for change and adapts accordingly. ○ Communicates the value of change to others. ○ Involves others in change initiatives to help secure their buy-in and support. ○ Monitors the progress of change initiatives to ensure that they are successfully implemented. ○ Promotes a culture of change and improvement.
<p>Strategic Thinking</p> <p><i>Using a broad scale and long-term view of the organization to manage risk and take advantage of opportunities.</i></p>	<ul style="list-style-type: none"> ○ Aligns current work with the strategic direction of the organization. ○ Considers long-term trends that could affect the organization. ○ Takes the external environment into account when making decisions (e.g., industry changes, market forces, competitor strategy). ○ Creates strategies to help the organization take advantage of opportunities. ○ Communicates a compelling vision for the department or organization.

<p>People Development</p> <p><i>Developing others' level of competence.</i></p>	<ul style="list-style-type: none"> ○ Gives clear and constructive feedback to people on their performance. ○ Provides advice and suggestions on how others can improve their performance. ○ Works with employees to create personal development plans. ○ Provides opportunities and resources to encourage others' development. ○ Acts as a coach and mentor.
<p>Team Leadership</p> <p><i>Leading and managing others to achieve team goals.</i></p>	<ul style="list-style-type: none"> ○ Sets clear goals and expectations for one's team. ○ Holds team members accountable for results. ○ Provides staff with sufficient information and resources. ○ Monitors others' performance and progress in order to keep work "on track". ○ Encourages and motivates people to succeed.
<p>Delegating</p> <p><i>Proactively distributing tasks and responsibilities in order to maximize efficiency and facilitate others' development.</i></p>	<ul style="list-style-type: none"> ○ Demonstrates trust and confidence in others to perform (i.e., does not micromanage). ○ Provides support and resources to others after having delegated work. ○ Delegates challenging tasks that help to develop others' capabilities. ○ Follows-up on tasks that have been delegated. ○ Holds people accountable for results after having delegated work.
<p>Work Style</p>	
<p>Business Orientation</p> <p><i>Demonstrating knowledge of how businesses work and taking steps to improve organizational performance.</i></p>	<ul style="list-style-type: none"> ○ Displays an understanding of how one's area impacts organizational success. ○ Demonstrates an appreciation of issues important to business success (e.g., cost management, sales and marketing, customer service, competition, profit). ○ Keeps up-to date on happenings in the organization's industry. ○ Provides suggestions for reducing costs and increasing revenue. ○ Identifies business opportunities.
<p>Initiative and Responsibility</p> <p><i>Being proactive and taking responsibility for one's actions.</i></p>	<ul style="list-style-type: none"> ○ Works well independently, without clear guidance. ○ Proactive in identifying problems and opportunities. ○ Moves initiatives forward in the face of obstacles and resistance. ○ Demonstrates resourcefulness. ○ Takes responsibility for plans, actions, and results.
<p>Personal Development</p> <p><i>Facilitating one's professional improvement and development.</i></p>	<ul style="list-style-type: none"> ○ Learns quickly. ○ Seeks development opportunities and resources. ○ Accepts and learns from feedback. ○ Stays abreast of developments in his/her field. ○ Sets challenging professional goals for self.
<p>Planning and Organizing</p> <p><i>Establishing and implementing effective plans.</i></p>	<ul style="list-style-type: none"> ○ Prioritizes tasks appropriately. ○ Creates a structured plan for achieving goals. ○ Monitors the progress of plans and projects. ○ Demonstrates strong time management skills. ○ Thinks ahead, anticipating obstacles that could derail a plan's success.

<p>Results Orientation</p> <p><i>Achieving objectives and ensuring high quality results.</i></p>	<ul style="list-style-type: none"> ○ Completes tasks within expected timelines. ○ Produces high quality work. ○ Works within the parameters of set guidelines, rules, and procedures. ○ Sets challenging goals. ○ Suggests ways to better achieve or exceed standards and expectations.
<p>Stress Management and Resilience</p> <p><i>Managing stress and anxiety.</i></p>	<ul style="list-style-type: none"> ○ Remains calm in stressful situations. ○ Maintains a healthy work/life balance. ○ Practices a variety of stress management techniques (e.g., breaks, exercise). ○ Demonstrates a positive, solution-focused view of stressful situations. ○ Takes steps to minimize the potential for stress (e.g., saying no, delegating).
<p>Written Communication</p> <p><i>Expressing information and ideas well in writing.</i></p>	<ul style="list-style-type: none"> ○ Displays strong written communication skills (e.g., grammar, spelling, word use). ○ Provides an appropriate amount of detail in writing. ○ Explains concepts in a way that readers will best understand. ○ Writes in a structured and organized fashion. ○ Ensures that written communications are engaging and easy to read.
<p>Values and Ethics</p> <p><i>Demonstrating and encouraging adherence to the organization's values and ethical standards.</i></p>	<ul style="list-style-type: none"> ○ Displays openness and honesty in sharing information with others. ○ Models and instils commitment to the organization's code of ethics/code of conduct. ○ Accepts responsibility for own mistakes. ○ Recognizes and helps reconcile ethical dilemmas within the organization. ○ Treats others fairly and respectfully.