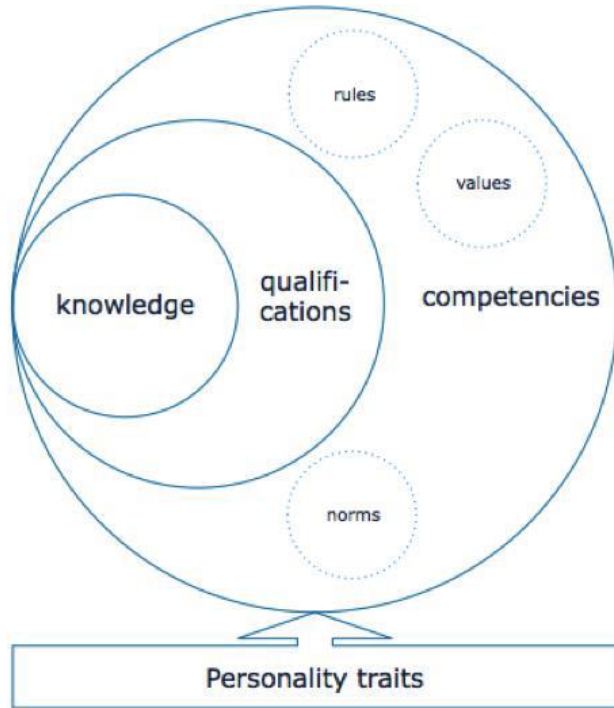


Competencies are behaviours (traits, motives, attitudes, skills, aptitudes) that have been shown to contribute more than intelligence in determining success:



- Knowledge is based on facts and information acquired through experience or education
- Qualifications recognize ability / skill in a focused area or profession
- Competencies:
 - Broader, transferable abilities that can be used in different situations
 - Based on personality, eg introverted people communicate in a different way than extroverts
 - Can be developed and strengthened (whereas personality is stable throughout our life)

Must Knows

- Competencies are abilities which enable us to be successful in complex and unknown situations
- Transferrable skills
- Predictors of future performance

Must Do Actions

- Applying broader skills or judgement rather than leveraging expert knowledge
- Lateral thinking
- Agile learning
- Solution oriented

Impacts

- Predictors of future behaviour
- Indicators of development potential and future success so hire for them and develop them
- Define behaviours desired in a company

Businesses use competency models when hiring, developing and rewarding performance

Examples of best in class business-critical competencies :

- Meta (highest) : communication, challenging the status quo, humility
- Leadership : managing change, organizational & employee development, performance management
- Entrepreneurial : big picture thinking & drive, decision making, risk taking
- Core : learning ability, service orientation, initiative, accountability, flexibility