



COMPETENCY SELECTOR

Subject:	Date:
Function/role:	

The purpose of making a competency based job specification is to choose max 6 critical competencies (out of 43) in order to focus the interview/assessment on what is most important in the job role. A common mistake often made regarding jobs specifications is to consider all aspects of the job role equally important.

By focusing on the most critical goals in the role it is possible to break down the job specification into a limited number of critical behaviors. This makes the assessment of the candidates objectively measurable and the same goes for the results.

Process:

- 1) Mark all competencies irrelevant to the role (irrelevant)
- 2) Mark the 12 most important competencies in the role (desirable)
- 3) Point out the critical 6 competencies of the 12 (critical)

Please mark (X)

COMPETENCE	DESCRIPTION	Please mark (X)		
		Critical	Desirable	Irrelevant
1. LEADERSHIP	Provides direction to others with regard to their task fulfilment of his/her own accord.			
2. COACHING	Contributes to employees'/colleagues' development of his/her own accord.			
3. GROUP LEADERSHIP	Provides direction and guidance to a team/group of his/her own accord in a way that leads to optimal team or group results.			
4. DELEGATION	Delegates on his/her own initiative and authorises people to take decisions.			
5. PLANNING AND ORGANISING	Plans and organises his/her own work effectively, independently and on his/her own initiative, partly in consultation with other people.			
6. MANAGEMENT CONTROL	Independently monitors the progress of projects/activities, reports on them and anticipates disruptions in their progress.			
7. ENTREPRENEURSHIP	Independently takes action to seize opportunities for selling products and services.			
8. MARKET ORIENTATION	Makes use of his/her knowledge of market and technological developments of his/her own accord and shares this knowledge with employees and colleagues.			
9. CUSTOMER ORIENTATION	Actively thinks along with customers and comes up with suitable proposals of his/her own accord.			
10. NETWORKING	Independently builds up relations and networks and uses them to realise goals.			
11. PROBLEM ANALYSIS	Collects and selects relevant information from different sources independently and of his/her own accord. Makes connections and organises information.			
12. JUDGEMENT	Involves various points of view and facts when forming an opinion.			
13. DECISIVENESS	Takes decisions independently or goes into action, even if not all information is available yet.			
14. VISION	Independently makes proposals for the vision and strategy of his/her (division of the) organisation.			



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15. ORGANISATIONAL SENSITIVITY	Takes the different interests of different divisions of the organisation and mutual relations into account of his/her own accord.			
16. EXTRA-ORGANISATIONAL AWARENESS	Independently makes use of his/her knowledge about social, political and economic developments and shares this knowledge with employees/colleagues.			
17. LEARNING ABILITY	Applies new information and ideas of his/her own accord.			
18. CREATIVITY	Comes up with new ideas or a combination of existing work methods/solutions of his/her own accord.			
19. SELF-ORGANISATION	Clusters and prioritises his/her tasks independently with a view to efficiently reaching agreed goals.			
20. ORAL COMMUNICATION	Adapts his/her language and clarifications to other people of his/her own accord and supports messages with attitude and signs.			
21. ORAL PRESENTATION	Tunes the structure and content of presentations to his/her audience; adapts content and structure as well as his/her signs and facial expression to the reactions of the audience.			
22. WRITTEN COMMUNICATION	Independently writes texts that are brief, to the point and tuned to his/her readers.			
23. LISTENING	Asks other people questions, also based on their non-verbal signals, and manages to get a clear idea of what is really going on with the other person.			
24. SENSITIVITY	Goes deeply into people's goals, feelings, needs and ideas and responds to them tactfully and with understanding.			
25. PERSUASIVENESS	Gains an in-depth insight into other people and tunes his/her line of reasoning to it.			
26. NEGOTIATING	Demonstrates to his/her negotiation partner that he/she is focused on a win-win situation of his/her own accord.			
27. IMPACT	Engages people with his/her contagious enthusiasm and makes acceptable, independent statements.			
28. TEAMWORK	Works towards collective results with other people of his/her own accord.			
29. SOCIABILITY	Easily enters into conversation of his/her own accord with people whom he/she has not met before, and joins in conversations about various subjects.			
30. ADAPTABILITY	Easily enters into conversation of his/her own accord with people whom he/she has not met before, and joins in conversations about various subjects.			
31. STRESS TOLERANCE	Continues to perform effectively under serious time pressure and in case of resistance, setback and disappointment, partly by prioritising independently and of his/her own accord.			
32. INDEPENDENCE	Independently takes actions that are based on his/her own convictions rather than the desire to please others			
33. TENACITY	Continues to work and take new initiatives in order to reach a goal, by coming up with new arguments or by criticising other people's arguments if need be.			



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34. FLEXIBILITY	Continues to work and take new initiatives in order to reach a goal, by coming up with new arguments or by criticising other people's arguments if need be.			
35. INITIATIVE	Takes action independently and of his/her own accord.			
36. PERFECTIONISM	Takes on extra tasks that are not an immediate part of his/her job responsibilities and makes improvements to the work of his/her own accord.			
37. AMBITION	Actively searches for new responsibilities and opportunities for training and development; makes extra contributions to activities that are of particular importance to his/her organisation.			
38. SELF-DEVELOPMENT	Invests in his/her personal development independently and of his/her own accord.			
39. INTEGRITY	Takes personal responsibility for his/her actions and is honest towards internal and external parties about opportunities and risks, within the boundaries of confidentiality.			
40. DISCIPLINE	Demonstrates being well-informed about the organisation's policies and procedures, takes them into account even under work pressure or in case of conflict with his/her own interests, and takes on the responsibility for it.			
41. ORGANISATIONAL LOYALTY	Brings his/her behaviour in line with the goals, priorities and culture of his/her (division of the) organisation.			
42. RESULTS ORIENTATION	Sets ambitious goals independently and achieves them.			
43. QUALITY ORIENTATION	Makes proposals and takes actions to increase the quality of products and services of his/her own accord.			