

shapes model by role

Role	Competency	Definition
Entrepreneur	Vision & Strategy	develops an ambitious but realistic business vision and translates it into a workable strategy
	Initiative & Responsibility	acts on own initiative, makes things happen and accepts responsibility for the results
	Business Development	identifies and seizes commercial opportunities; has a strong positive impact on business growth and profitability
	Bottom-line focus	focuses on bottom-line results, identifies potential risks and monitors the financial impact of own activities
	Influence	makes an impact; convinces and persuades others; promotes plans and ideas successfully
	Networking	builds a useful network of contacts and relationships and utilizes it to achieve objectives
Manager	People management	provides team with a clear sense of direction, inspires and co-ordinates others and keeps them focused on objectives
	People development	develops people through delegation, empowerment and coaching; promotes career and self development
	Organizational awareness	understands the organization's informal rules and structures and utilizes political processes effectively to get things done
	Execution	adheres to company rules and procedures; executes plans with commitment and determination; achieves high quality results
	Systematic approach	uses a methodical and systematic approach; plans ahead, defines clear priorities and allocates resources effectively
	Steadiness	creates a stable and re-assuring work atmosphere; supports and encourages team in difficult times; is firm and reliable
Expert	Analysis & Judgement	quickly understands and analyzes complex issues and problems; comes up with sound and rational judgements
	Professional expertise	Demonstrates specialist knowledge and expertise in own area; participates in continuous professional development
	Innovation	produces fresh and imaginative ideas and solutions; breaks away from tradition; promotes change and novelty
	Effective communication	communicates in a clear, precise and structured way; speaks with authority and conviction; presents effectively
	Constructive teamwork	co-operates well with others; shares knowledge, experience and information; supports others in the pursuit of team goals
	Self development	is aware of own strengths and limitations and pursues learning and career development opportunities