



53 Competencies explained

An indispensable tool for the further development of your HR activities

A role requires an average of 10 to 15 competencies.

Use the explanations below as a starting point to describe roles, responsibilities, and job descriptions, a means to structure and objectify conversations, support for selection and development discussions, the basis for your HR policy.

Achievement Motivation

Setting high demands for one's own performance; showing that an average performance is not acceptable.

Attention to Detail

Dealing consistently and effectively with detailed information.

Adaptability

Easily adjusting to changing circumstances (environment, methods, or people).

Ambition

Striving to advance, build a career, achieve success, and making efforts to reach these goals.

Assertiveness

Clearly and effectively conveying one's own viewpoints.

Appearance

Making a good first impression and maintaining it for a long(er) period.

Coaching

Guiding and motivating employees to enhance their effectiveness by increasing their self-awareness and problem-solving abilities.

Collaboration

Effectively contributing to a joint result, even when it does not directly serve a personal interest.

Commercial Acumen

Acting based on market opportunities and accurately assessing them at the right commercial value; acting customer-oriented and forming the right relationships.

Conflict Resolution

Diplomatically handling conflicting interests and assisting in resolving them.

Courage

Taking risks to gain (eventual) advantages.

Creativity

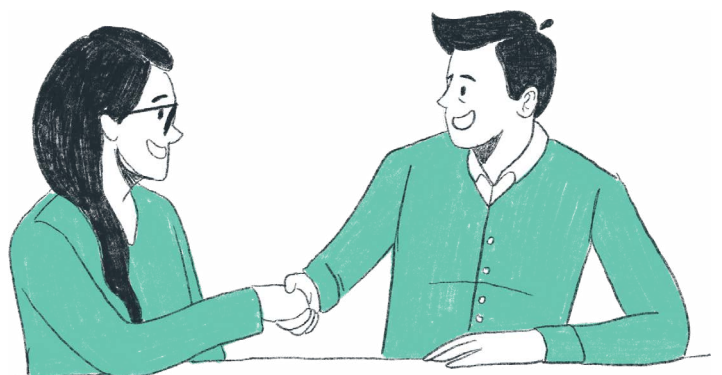
Generating original or new ideas and solutions; finding perspectives that deviate from established thinking patterns.

Customer Orientation

Investigating and acting on the wishes and needs of the customer, taking into account the costs and benefits for the organization.

Decision-Making

Making decisions and taking positions at the right moment and committing to them by expressing and/or acting on them.



Delegation

Passing on tasks and responsibilities, considering the interests, ambition, development, and competence of employees; monitoring the delegated tasks.

Discipline

Adapting to existing rules, procedures, and organizational policies; seeking confirmation from the right person in times of change or doubt.

Energy

Being active for a long(er) period when the job demands it; having endurance.

Empathy

Being aware of the attitudes, feelings, and circumstances of others; realizing the impact one's behavior can have on them.

Employee Development

Inventoring and analyzing the strong and weak skills of employees; recognizing their talents and determining their development needs; ensuring that the right development activities are carried out.

Entrepreneurship

Identifying opportunities and possibilities for existing and new services and products; subsequently acting on them.

Environmental Awareness

Being aware of relevant societal, political, and professional developments and trends and using this knowledge for the benefit of one's own organization.

Flexible Behavior

Changing behavior style and/or approach to achieve a set goal.

Independence

Taking actions and making statements that reflect an independent vision or opinion; not catering to others.

Initiative

Creating opportunities or identifying problems and acting on them without waiting.

Innovative Ability

Focusing on future innovation of strategy, products, services, and markets with an investigative and curious mind.

Integrity

Adhering to the norms, values, and social rules applicable to the role and the culture in which one works; not susceptible to fraudulent actions.

Insight

Having and gaining insight into situations, problems, and processes. Unraveling problems and systematically examining their components. Having a complete picture of the context and an overview of the whole.

Judgment

Weighing facts and possible courses of action against the right criteria.

Learning Ability

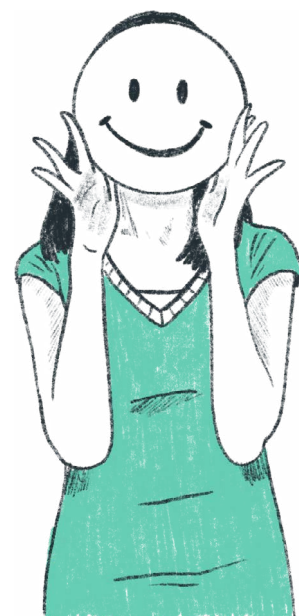
Quickly and easily absorbing new information and applying it in practice.

Leadership

Providing direction to employees in a results-oriented manner; formulating goals and facilitating resources; monitoring progress and correcting employees.



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Listening

Being able to absorb and understand verbal and non-verbal messages; probing for clarification in case of uncertainties.

Management

Managing people, resources, budgets, and time to achieve the set goals and limit risks.

Management Identification

Understanding, accepting, and implementing decisions and measures through the eyes of (senior) management.

Oral Skills

Speaking in understandable language; adjusting language to the level of the other.

Networking

Developing and strengthening relationships, alliances, and coalitions within and outside the organization and using them to obtain information, support, and cooperation.

Negotiation

Achieving optimal results in discussions with conflicting interests, both in terms of content and maintaining a good relationship.

Organizational Sensitivity

Sensing the impact and consequences of one's own decisions, behavioral choices, and/or activities on other parts of the organization and acting appropriately.

Persuasiveness

Persuading others of viewpoints and ideas.

Planning and Organizing

Determining goals and priorities and indicating the necessary actions, time, and resources to achieve these goals.

Political Sensitivity

Being able to navigate the political landscape; recognizing the complex interests stakeholders are confronted with; assessing the political feasibility of proposals.

Presentation

Conveying ideas and plans clearly and understandably.

Problem Analysis

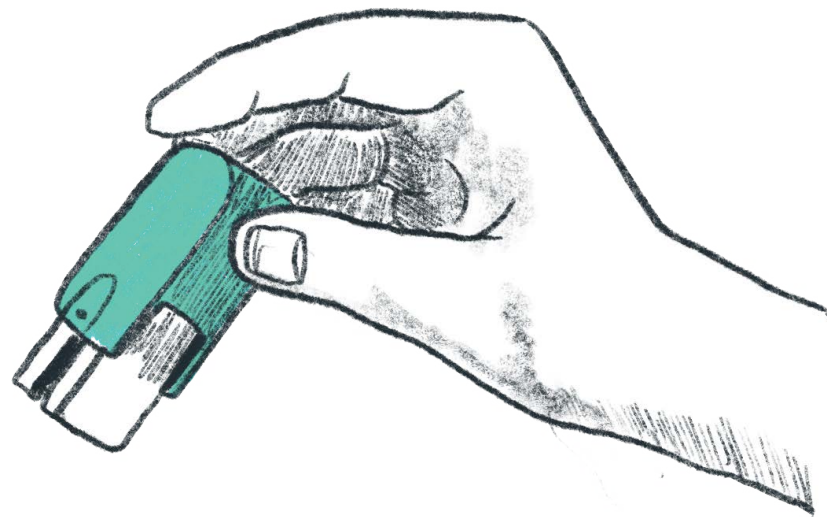
Identifying problems, recognizing important information, searching for relevant data, and establishing connections between them; seeing possible causes of problems.

Professionalism

Independently carrying out tasks according to the professional standards of the field. Developing oneself in the field. Mastering the field.

Progress Monitoring

Monitoring the progress of processes, tasks, or activities of employees and one's own work and responsibilities.



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Responsibility

Taking and being accountable for actions of oneself, colleagues, and the organization.

Results Orientation

Taking concrete and focused actions to achieve or exceed objectives.

Self-Development

Gaining insight into one's own identity, values, strengths and weaknesses, interests, and ambitions and taking actions to further develop competencies if necessary.

Social Fluency

Easily interacting with people, approaching others, and naturally mingling in social settings.

Stress Tolerance

Demonstrating effective behavior in stressful and pressure-filled situations.

Tenacity

Being persistent and holding onto the course in the face of setbacks.

Vision

Transcending daily practice and developing one's own ideas for the future; being able to view facts from a distance, placing them in a broader context and long-term perspective.

Written Skills

Clearly expressing ideas and opinions in understandable language in writing.

Quality Orientation

Applying high-quality standards and striving for continuous improvement and quality assurance.

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