

# TMA Competencies

Competencies and behavioral examples



# Accountability

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## General

- adheres to deadlines and appointments
- delivers work on time and as agreed
- is transparent when he anticipates problems or errors
- takes responsibility for mistakes

## Operational

- communicates clearly towards stakeholders when deadlines and agreements cannot be fulfilled
- continues to work effectively while not losing sight of quality standards
- jumps into the breach for colleagues if problems arise or mistakes are made
- keeps to agreements that have been made
- takes responsibility for his own behavior and the related results

## Tactical

- acts in accordance with the organizational and quality standards
- clearly states his reasons for important decisions
- ensures that colleagues step into the breach for one another when mistakes are made
- supports colleagues in an appropriate manner when he delegates tasks
- takes personal responsibility for his own mistakes or those of the department

## Strategical

- ensures that departments and team step into the breach for one another when mistakes are made
- ensures that the organizational culture is one in which taking responsibility for personal activities and the actions of others is very important
- is a role model for others in terms of reliability and integrity
- is accountable towards stakeholders for the activities and actions of the organization
- shares his quality standards and norms with stakeholders
- takes personal responsibility for his own actions, those of department and the entire organization

# Adaptability

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## General

- does not confuse adaptability with giving up his/her identity
- is not rigid
- is prepared to change his/her routine

## Operational

- adapts his/her own methods when called for
- continues working effectively when tasks suddenly change
- does not need too much time adapting to a new task
- easily adapts to a new work environment with different rules
- handles other standards and values with ease

## Tactical

- adapts plans and schemes easily when needed
- adapts to different tasks and demands easily after a fusion or take-over
- adjusts his/her behavioral style to a certain norm in a different environment; does not stand out
- adjusts his/her own plans and goals if a certain benefit is at stake
- is able to develop professional relationships with colleagues and customers from different cultural backgrounds, religions and with different personalities

## Strategical

- acts appropriately in different cultures and adopts the right values
- adjusts his/her own view and objectives in order to achieve a shared goal
- adopts the rules and attitude belonging to his/her new position both within and outside the organization
- is open to various standards, values and rules without losing a sense of identity
- readily detects in various situations and contexts what are relevant cultural elements and acts accordingly

# Ambition

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## General

- draws his/her own career plan and acts accordingly
- has sufficient energy
- learns from successful people
- makes an effort to learn and develop

## Operational

- further develops expertise through training or study
- looks for possibilities to achieve visible successes
- positions him/herself based on expert quality
- works hard and wants to achieve well in his/her position

## Tactical

- builds a network within and outside of the organization in order to expand his/her career opportunities
- explores his/her possibilities within the organization
- has clear personal objectives
- is not satisfied with a situation in which few opportunities arise for promotion
- takes on responsibilities and attracts extra work

## Strategical

- actively recognizes opportunities to further develop the organization`s profile
- is actively interested in his/her organization and its surroundings
- is engaged in several committees, organizations and/or boards
- looks beyond his/her own organization
- represents the organization in relevant networks

# Assertiveness

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## General

- communicates his/her views or statements clearly
- communicates self-confidence by his/her attitude and looks the other person in the eye
- speaks his/her mind (e.g. in a meeting) even if it is diametrically opposed to one's colleagues`
- speaks his/her mind when something is the matter - does not wait for something to happen
- stays calm even if others are loud and dominant

## Operational

- clearly indicates what kind of behavior is not appreciated without voicing an opinion on the person
- does not refrain from expressing his/her opinion but does so in a non-provocative way
- expresses him/herself clearly and voices his/her opinions

## Tactical

- expresses his/her own interests without losing sight of the organization`s interests
- stands up for his/her own interests, taking the shared interest into account
- voices his/her opinion in a way that does not harm interrelations

## Strategical

- acts with diplomacy; knows when to be direct and when not
- can keep his/her opinion to him/herself until enough support is built up
- stands up for the organization`s interests in a context of cooperation

# Attention To Detail

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## General

- is annoyed by small mistakes
- remains focused when dealing with detailed information
- stays alert and concentrated

## Operational

- checks his/her own work and focuses on details
- follows instructions carefully and flawlessly
- handles details meticulously and makes very few mistakes
- is able to work with numbers for a long time on end
- stays critical in routine tasks and keeps an eye on his/her own performance

## Tactical

- develops ideas thoroughly and meticulously into an effective plan of action
- devises systems to monitor and control detailed information adequately
- orders data on topics discussed with an eye for relevant detail
- readily recognizes contradictions in detailed information
- readily recognizes gaps in graphic representations

## Strategical

- picks essential details from a complex amount of information
- readily detects inconsistencies in reports, budgets et cetera
- readily recognizes contradictions in a large amount of complex information
- recognizes details in behavior and data that are relevant to a certain pattern
- recognizes trends in numerical information

# Business Orientation

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## General

- does not need much support from others
- is able to manage stress
- is ambitious
- knows when to say `yes` or `no`
- takes calculated risks

## Operational

- approaches other people to direct their attention to products and services available
- Brainstorms with others about new products and services
- is alert to clients` needs and wishes and acts accordingly
- sees opportunities to interest clients for new products and services
- talks in terms of opportunities, not in terms of problems

## Tactical

- builds network relationships and uses them to advertise his/her services
- explores unusual and innovative possibilities to advertise his/her services
- knows and uses his/her client`s relevant networks
- knows relevant developments within the client`s organization and offers services accordingly
- observes problems within the client`s organization and services and uses them to make a relevant offer

## Strategical

- does not avoid risks even when certain aspects and facts are still unknown
- explores opportunities for cooperation, partnerships or take-overs that could improve his/her organization`s position
- explores strategic positions in (inter)national networks that could benefit the organization
- generates ideas about the organization`s future and its scope of services; translates them into tangible strategies and goals
- presents new concepts in services and products that have not been marketed before
- recognizes the right moment for marketing innovative products and services

# Coaching

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## General

- distinguishes his/her own position as a coach and its influence on others
- has an adequate self-perception
- has the skills, knowledge and experience to coach

## Operational

- allows other people their responsibility, especially over their own learning process
- encourages and motivates others to come up with their own solutions
- identifies and clarifies problems others may have in performing their tasks
- makes it clear to others what is expected of them and helps them realize these objectives
- provides directions and professional advice in order to improve other people's performance

## Tactical

- does not provide solutions but enhances others in their problem solving skills
- encourages others in becoming involved in organization-wide activities
- enhances other people's grasp of the organization's informal rules and circuits
- helps other people find the right contacts within the organization
- helps other people see the importance of a broad orientation within the organization

## Strategical

- distinguishes other people's talents
- encourages others in planning their own careers
- encourages others to take steps toward realizing their own professional goals
- helps other people realize their professional goals, even if they reach beyond the own organization
- helps others explore their limitations and possibilities - even if they can only be found outside the own organization



# Commercial Power

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## General

- acts credible and creates a good setting to convince (potential) customer to purchase
- conducts correctly uncomplicated sales meetings
- demonstrates commercial awareness and understanding
- identifies customer needs and demands
- identifies opportunities and products in the market and values the commercial potential

## Operational

- conducts sales meetings independently and uses the information to deliver an accepted sales proposal
- creates autonomously opportunities for enhancing sales
- knows the market and it's actors
- shows interest in the customer and knows how to bend the requirements of the customer into sales actions for the longer term
- takes financial consequences of commercial proposals into account

## Tactical

- discovers independently new sales opportunities and converses these into successful propositions
- negotiates successfully, identifies the negotiating strategy of the partner and demonstrates adaptability
- performs independently complex sales calls and convinces customers to purchase the products and / or services
- takes initiative to examine the client's situation
- turns ideas into improved Product Market Combinations (PMC) that are well suited for the actual and future market demands

## Strategical

- affiliates and maintains relations in order to obtain sustainable customer relationship for the organization
- builds and maintains proactively a divers network
- conducts an proactive commercial strategy and manages interdepartmental collaboration
- manages conflicts effectively in order to attain better results
- negotiates at high level, is able to explore various strategies in doing so
- utilizes customers demands and needs for development of new products or services

# Conduct

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## General

- follows the rules of etiquette
- looks well groomed
- shows respect for other people

## Operational

- addresses people correctly, in accordance with the organization's culture
- behaves correctly and according to current standards
- dresses appropriately, in line with his/her position
- makes a good first impression and maintains it
- provides knowledgeable answers based on his/her expertise
- provides knowledgeable answers professionally

## Tactical

- adopts a style and dress appropriate to his/her position
- builds a personal relationship with clients and colleagues by showing a genuine interest in the other person
- demonstrates self-confidence and competency in responding to questions
- does not pretend to be knowledgeable in any area other than his/her own
- is consistent in his/her conversational style; does not suddenly change mode
- is knowledgeable in his/her field and does not pretend to be an expert in other areas
- represents the organization in his/her choice of dress

## Strategical

- is able to adjust his/her use of language and behavior to his/her own and other people's roles
- is able to assess what kind of behavior is appropriate and effective in different situations
- is able to operate in different circles and companies
- is able to readily adopt a new environment's rules, standards and values
- understands etiquette and acts accordingly
- uses non-verbal behavior to reinforce his/her appearance

# Conflict Management

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## General

- distinguishes interests and motivations in other parties
- is able to assess the gravity of a conflict and the emotions that play a role in it
- is able to assess the potential reach of a conflict

## Operational

- finds out what the reasons and backgrounds for a conflict are
- is sensitive to tensions in a team and able to address them
- looks for tangible solutions that are satisfactory for all parties involved
- proposes several solutions that can be accepted by conflicting parties

## Tactical

- anticipates potential conflicts of interests and other complications
- distinguishes complex interests and unvoiced opinions
- is able to assess the hierarchy within a group or team
- reconciles opposing opinions by looking for common denominators
- thinks of various strategies on forehand with which to diminish tensions

## Strategical

- asks directed questions in order to analyze the depth and reach of the oppositions or the conflict
- demonstrates the advantages of mutual cooperation
- encourages conflicting parties to come up with their own solutions
- persuades conflicting parties of the mutual advantages of finding a solution to their conflict
- seeks information with all conflicting parties about the reasons for the conflict

# Controlling Progress

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## General

- is disciplined
- likes to be informed
- works in a structured manner (and manages his/her time well)

## Operational

- checks progress regularly
- makes appointments with employees in order to provide feedback on their performance
- notices and minimizes work slowdowns
- provides clear deadlines
- uses his/her planner effectively, sets deadlines for him/herself

## Tactical

- defines objectives for the department in terms of measurable results
- evaluates progress from different points of view such as costs, pace, quality and effort
- is able to assess when to step in if the work is stagnant
- plans follow-up actions for finished work
- uses certain administrative procedures to control the work's progress

## Strategical

- channels and directs information about progress from various sources; makes sure (higher) management receives accurate information
- is alert to signals from the organization regarding the work's progress and discusses them with key staff involved
- monitors the essentials of actual progress without losing sight of relevant details
- phases change processes and indicates when progress needs to be checked
- plans individual interviews with key sponsors and `ambassadors` for the change initiative

# Cooperation

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## General

- has a proper self-perception
- is able to let the group`s interests prevail over his/her own
- knows his/her preferences for certain team roles

## Operational

- celebrates success and commiserates failure together
- clearly demonstrates the importance of a shared result
- is open to other people`s opinions and ideas
- is willing to share knowledge and experience
- notices when others need help and relieves them when necessary

## Tactical

- discusses plans and ideas with others and invites them to contribute
- emphasizes common denominators in a team to reinforce team spirit and the importance of a shared result
- is able to compromise; lets a group`s interest prevail over his/her own
- makes others see their contribution is vital for achieving a shared goal
- recognizes the contributions from other disciplines and uses them by inviting representatives

## Strategical

- finds opportunities to set up shared projects with other organizations
- looks out for the organization`s interests at all times, not for personal gain
- thinks in terms of win-win situations instead of us-against-them
- turns enemies into friends (finds opportunities to work together with competitors)
- understands the organization`s strengths and weaknesses and finds partners to help correcting the latter and enhancing the first

# Courage

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## General

- distinguishes between courage and bravado
- takes accountable risks
- understands the reach of a risk that is taken

## Operational

- chooses an approach that is not quite according to standard procedure when facing a problem
- expresses uncommon, original views
- is willing to choose an approach that has not been tried before
- seeks, when necessary, for solutions beyond the conventional
- takes personal risks regularly and is not afraid to express bold opinions

## Tactical

- commits to completely new activities that are innovative and feasible
- expresses constructive criticism in the organization's interest
- offers products or services to clients that have not been offered before
- prefers a promising plan with unknown risks over a mediocre plan that offers certainty
- takes responsibility for actions of which the consequences are uncertain

## Strategical

- dares to invest in partnerships that involve risk but may be beneficial to the organization
- estimates and spreads the risks attached to new activities
- invests in new experiments without being certain of their outcome
- is guided by his/her intuition
- makes decisions that could change the entire organization's appearance

# Creativity

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## General

- believes in his/her abilities
- has the courage to come up with unusual solutions
- thinks independently

## Operational

- experiments with new methods and opportunities
- looks beyond obvious solutions
- looks for better alternatives
- offers suggestions for original products, methods, approaches
- sees connections between seemingly unconnected aspects

## Tactical

- is able to abandon existing structures and methods
- is flexible in his/her thinking and has many ideas
- recognizes other people`s ideas for what they are worth
- restructures data and ideas in order to achieve innovative or alternative approaches
- talks in terms of possibilities instead of problems

## Strategical

- comes up with ideas out of the box
- comes up with new ideas that seem (yet) impossible to others
- comes up with unconventional solutions and ideas
- is able to connect concepts and views from different disciplines
- is sometimes hard to follow because of his/her swift and unusual associations

# Customer Orientation

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## General

- aims for a win-win situation
- is respectful to customers, no matter how unreasonable their demands or complaints are
- recognizes opportunities to inform clients of his/her services, anticipates future needs
- shows his/her willingness to come to a solution

## Operational

- informs clients about solutions that meet their needs
- listens carefully and makes sure the client feels heard and important
- makes a thorough inventory of the client's needs and wishes by asking further questions
- makes sure the client is satisfied and renders extra services when necessary
- translates the client's wishes into the organization's products and services

## Tactical

- demonstrates the advantages of his/her services to the client
- is aware of the clients' interests and needs and anticipates them
- is clear about the organization's products and services and looks for alternatives with the client when necessary
- is honest about the limitations of his/her services and takes the trouble to refer the client elsewhere
- looks at the organization through the eyes of the client and his needs; makes improvements accordingly

## Strategical

- builds relationships with organizations representing certain clients to hear what they have to say
- comes up with new ways in which clients may be approached now and in the future
- develops strategic approaches to various client groups now and in the future
- is aware of the needs and problems of specific client groups



# Decisiveness

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## General

- does not hesitate or avoid making decisions
- formulates his/her opinion concisely
- makes plans based on previous decisions
- takes up positions and makes decisions

## Operational

- makes decisions or performs actions that have a direct effect on daily routines
- makes final decisions during meetings
- takes action against structural problems that obstruct daily routines
- takes action readily when a sudden problem emerges
- takes up a position and speaks his/her mind regarding proceedings or colleagues` performance

## Tactical

- makes decisions and takes actions that solve recurrent problems
- makes decisions that affect other departments, units, clusters
- makes decisions that promote efficiency and effectiveness of his/her own and other departments
- takes up a position in meetings that reflects a super-departmental point of view
- translates policy into actions for his/her department, taking other departments into account

## Strategical

- makes decisions based on general information regarding developments in the organization`s surroundings and in society
- makes decisions that affect the organization`s future course
- makes decisions that affect the organization`s future services
- makes decisions that involve risks for the organization and its employees (fusions, take-overs, et cetera)

# Delegating

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## General

- delegates to the right person
- entrusts authority to others when it serves a purpose
- has faith in employees' qualities

## Operational

- allows employees to make mistakes and still supports them
- clearly indicates what is expected of delegated tasks
- delegates the right tasks to the right people, based on their competency
- has faith in the person to whom a task is delegated
- provides sufficient instruction to the person to whom a task is delegated

## Tactical

- discusses potential consequences of delegated tasks and responsibilities with his/her higher management
- informs clients and other stakeholders about the delegated tasks and responsibilities
- provides opportunity for the employee to perform a delegated task as he/she sees fit
- regards a delegation as an opportunity for the employee to develop and acting accordingly
- takes feasibility and risks into account when delegating responsibilities

## Strategical

- delegates all tasks and responsibilities that s/he does not necessarily have to take on him/herself
- delegates important and attractive tasks and projects - even if it decreases personal status
- delegates in order to free up his/her own time that can then be used to contribute to improving the organization
- is able to let go and trust in the quality of his/her employees
- is clear about risks and problems connected to a delegation of tasks
- is generous in praising colleagues and employees for their successes

# Developing Employees

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## General

- distinguishes competencies and talents of others
- does not push him/herself in the foreground
- welcomes others to their successes

## Operational

- discusses employees` development needs in evaluation meetings and subsequently facilitates appropriate support, coaching and/or training opportunities
- distinguishes employees` development needs in evaluation meetings and facilitates appropriate training opportunities
- enhances employees to see their strengths and weaknesses and to explore their full potential
- is able to link the quality of someone`s work to his/her lack of, and need to enhance, certain skills and knowledge
- tests the effect of training and education
- uses coaching on the job in order to enhance employees` development

## Tactical

- distinguishes talents and lets them sign up for management development courses
- lets employees draft their own personal development plans
- makes an inventory of employees` talents and qualities
- offers employees the opportunity to gain more experience through job rotation and projects
- surveys the knowledge and experience needed in the department or team for the years to come

## Strategical

- finds ways to bring employees` development needs in line with the organization`s strategy
- initiates management development courses
- is aware of innovative ways to enhance employees in a favorable direction
- understands what knowledge and qualities are needed in the future based on an assessment of trends and social developments
- uses benchmarking to compare the organization`s levels of quality and knowledge to those of others

# Discipline

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## General

- has no difficulty adapting to existing rules and regulations
- sees the reason in rules and procedures
- understands the importance of obeying rules

## Operational

- asks higher management for advice when facing a situation in which existing rules and procedures have to be breached
- clearly recognizes the boundaries of his/her expertise, position and authority
- does not perform actions contrary to his/her position's rules, procedures, or ethics
- stays actively informed about changes in regulations, procedures and methods
- wants to receive clear instructions regarding rules, procedures and methods

## Tactical

- asks higher management for advice when facing a situation exceeding his/her authority
- is informed about the organization's policy and ethics
- recognizes situations in which standard procedures should be abandoned
- seeks confirmation with the right authority when in doubt

## Strategical

- understands that rules and procedures are necessary, yet reflects critically on their feasibility
- understands there is a 'grey area' in which existing rules and procedures should be followed according to a certain interpretation - within certain limits

# Energy

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## General

- has stamina
- is able to spread his/her energy adequately
- understands his/her own energy

## Operational

- does not dread extra work or efforts
- is able to focus and work hard for hours on end
- is able to spread his/her energy effectively
- is enthusiastic even after a hard day's work
- recuperates quickly after long and intensive work

## Tactical

- does not give up when facing difficult problems, searches for solutions until the end
- does not lose precision at the end of a hard day's work
- is able to work under continuous pressure
- is focused and alert at the end of a long, monotonous meeting
- manages to produce extra energy for an important task

## Strategical

- has side jobs and is able to work at nights and weekends
- is able to bounce back after a heavy blow
- is able to handle emotionally exhausting conversations and situations without being fully drained
- is aware of his/her energy and capable of spreading it adequately over various activities
- sees new possibilities after a big disappointment
- understands and controls his/her own emotions that cost a lot of energy

# Flexible Behavior

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## General

- distinguishes between process and content
- has clear objectives
- is able to question his/her own approach

## Operational

- does not fixate on a certain approach or argument in order to attain a goal
- holds on to an objective but is able to change his/her approach, view or behavior
- is able to alternate between logical arguments against resistance and an inventory of its cause
- recognizes obstructions
- understands when a chosen approach is ineffective

## Tactical

- adjusts readily to unexpected turns of events
- is able to change his/her approach when facing persistent resistance (other point of view, new argumentation)
- is able to go along with someone else without losing his/her own objectives
- is able to redefine problems
- is flexible in his/her use of argumentation and style

## Strategical

- adjusts his/her tactics to the amount and kind of resistance
- alternates various behavioral styles in order to influence others effectively
- uses other people`s ideas and subtle signals to guide a conversation into a desired direction
- uses various techniques to influence others (lobbies, approaches decision makers, finds sponsors)

# Focus on Quality

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## Operational

- adheres to prescribed quality standards
- asks regularly for feedback regarding quality
- checks regularly whether his/her own work meets prescribed quality standards
- corrects mistakes as they become evident
- takes direct action in order to ensure his/her own quality of work

## General

- delivers high level quality
- demonstrates exemplary high level behavior
- proposes improvements
- works meticulously, makes very few mistakes

## Strategical

- allocates means and time within the organization to enhance quality issues
- encourages and activates others to enhance the quality of their services, products and/or work processes
- makes sure that the organization`s quality standards are taken into account in all management proposals
- proposes systems and procedures focused on enhancing the level of quality
- sees opportunities to increase quality

## Tactical

- checks regularly whether the work of others or team members is up to prescribed quality standards
- deals with complaints constructively to make sure they do not reappear
- encourages others to take quality into account
- encourages the team to enhance their quality of work
- indicates clearly and specifically what level of quality is expected

# Forming Judgment

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## General

- applies adequate criteria in forming his/her judgements
- balances alternatives
- distinguishes between facts and opinions

## Operational

- balances pros and cons
- balances the right priorities
- bases his/her view on facts; distinguishes these from opinions
- is able to assess people`s qualities
- suggests practical and feasible solutions

## Tactical

- defines criteria on which his/her conclusion is based
- encourages others to distinguish between relevant and irrelevant aspects of a question at hand
- has several alternatives at his/her disposal
- supports his/her conclusions with relevant and logical arguments from different points of view
- understands the consequences of his/her conclusions for the department and other people

## Strategical

- bases strategic choices on sound risk assessment, takes uncertainties and bias into account
- is able to judge new information on its merits and adjusts conclusions or judgements on the basis of this information when necessary
- reviews the consequences of his/her conclusions both for the organization and its employees
- supports his/her judgement with general numbers and facts based on the organization`s performance as a whole
- takes various scenarios into account regarding the organization`s continuity



# Identification With Management

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## General

- commits to an existing policy
- is able to handle a double loyalty
- is able to put him/herself in the (higher) management's position

## Operational

- does not 'howl with the pack', nor speak in terms of 'this is what the management decrees'
- does not speak in terms of 'this is what the management decrees'
- explains the reasons for negative decisions from higher management without undermining them
- is able to clearly explain the organization's policy to his/her employees
- neither identifies with his/her employees' interests, nor disparages them; finds the right balance
- understands general measures even if they are unpleasant for his/her own department

## Tactical

- clearly explains the organization's policy and translates it into action
- finds a balance between understanding his/her employees' dissatisfaction and implementing reorganizations, fusions, take-overs
- is committed to his/her higher management and demonstrates this commitment
- sees the bigger picture

## Strategical

- explains stockholders' interests in a way that generates support
- is able to put him/herself in a stockholder's position
- is able to translate stockholders' wishes into organization-wide change initiatives

# Independence

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## General

- has convictions of his/her own
- is able to resist social pressure
- is not influenced directly by other people's opinions
- pursues his/her own, independent course

## Operational

- dares to disagree
- digresses from rules and procedures when this seems necessary
- does not always follow others
- does not always follow others; dares to disagree
- does not always look for support when making decisions
- makes decisions and forms opinions based on his/her own analyses and views

## Tactical

- does not fear resistance against his/her views and plans
- follows his/her own quality standards in providing services even if other people do not value them
- goes against routine to show things can be done differently
- is not pressurized into rendering services s/he does not support
- presents plans and proposals that do not follow standard procedure

## Strategical

- forms an independent judgement even when put under severe pressure
- holds on to professional quality standards even if they go against the organization's policy
- is not influenced by rumors or sentiments within the organization when judging people
- keeps appropriate professional distance from his/her stakeholders in order to form an objective judgement
- takes a deviant position based on his/her convictions even if it unbalances the organization

# Initiative

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## General

- adopts a proactive attitude
- creates and uses opportunities
- does something he/she was not asked to do
- is the first to come up with plans and ideas

## Tactical

- looks actively for solutions when facing a deadlock in a meeting
- mentions and discusses resistance where and when it occurs
- recognizes beneficial opportunities in conversations
- searches actively for opportunities that might improve his/her services
- takes a clear position in unclear situations in which others do nothing; makes efforts to get out of an impasse

## Operational

- attracts responsibilities and activities
- is not docile but proactive
- makes proposals uninvitedly that might benefit the organization
- observes opportunities and translates them into benefits for the organization
- presents new proposals and plans

## Strategical

- is active in networking and lobbies with the right people
- presents proposals and plans to strategic partners for future activities
- recognizes long term opportunities for the organization and develops plans to use them accordingly
- recognizes opportunities in work relationships in order to better position his/her own organization
- recognizes useful and relevant contacts; approaches them accordingly to benefit his/her organization

# Innovative Power

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## General

- dares to go against the flow
- is aware of the client's future needs and wishes
- is informed about trends and developments relevant for his/her expertise and organization
- translates trends into innovations

## Operational

- asks for the client's future wishes
- is aware of services and products about which clients are dissatisfied and finds out what the reason is for this
- is busy innovating and setting up services that have not been provided before
- is well informed about market developments and new forms of technology
- talks a lot to fellow experts and asks about the ways in which competitors work

## Tactical

- is not hindered by competitive sentiments when someone else comes up with a good idea; joins in and values the idea instead
- likes to avoid the obvious and offers proposals that are not always clear-cut yet feasible
- likes to discuss with colleagues and fellow experts about new possibilities or different implementations of existing techniques and methods
- listens carefully to other people's ideas and is able to assess their innovative potential
- participates in networks that are relevant to his/her organization and are renowned for their innovative thoughts

## Strategical

- formulates ideas that are not yet shared by others
- is able to excite others about new ideas and to make them advocate those ideas as well
- is able to handle resistance against his/her own ideas within giving them up
- is able to let go of existing concepts and products, and come up with daring new ones
- keeps demonstrating faith in his/her own ideas and innovative concepts and products

## General

- anticipates problems and responds appropriately to them
- can 'read' relationships and connections
- Explains simple logical connections and relationships
- has insight into complex situations, problems and processes
- investigates and analyzes systematically

## Operational

- indicates (new) situations for which there are no procedures and instructions
- oversees consequences of actions and decisions. Takes account of this
- responds in a timely manner to other people's problems or requests
- separates main issues from side issues and sets priorities
- takes action when problems are anticipated

## Tactical

- analyzes (sub) problems and draw clear, well-reasoned conclusions
- defines (sub) problems
- finds new ways to solve problems
- independently investigates the nature and cause of (sub) problems
- makes the links between different aspects of a problem
- recognizes and collects important data and finds connections

## Strategical

- comes up with several solutions to complex situations and tough questions
- has overview of the parts and the whole
- places problems in a broader context
- produces new scenarios when data and/or circumstances change
- proposes various scenarios based on the same data
- recognizes structures within processes
- views things from several perspectives

# Integrity

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## General

- adheres to commitments
- guards sensitive information
- passes on information consistently and honestly (the same story for everyone)
- treats everybody equally, respectfully and without discrimination
- will not abuse his/her power or advance knowledge

## Operational

- informs internal and external clients honestly about potential risks and disadvantages
- is transparent in his/her actions
- takes responsibility for his/her actions
- will only pass on information to those who are entitled to it

## Tactical

- demonstrates criticism when colleagues talk behind each other`s back
- directs others towards behavior based on accepted social and ethical codes
- displays openness if it is in the interest of others within the organization
- shows exemplary behavior in terms of ethics, standards and values

## Strategical

- adheres to appointments at organizational or departmental level
- demonstrates what kind of (incorruptible) behavior is expected
- exerts power carefully
- makes sure that colleagues displaying unethical behavior are corrected

# Leadership of Groups

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## General

- clearly defines the role of each team member
- defines the task assigned to the team
- demonstrates his/her own position and approach
- indicates which results are expected of the team

## Operational

- demonstrates the planning, procedure and approach
- distinguishes and uses the team members` various qualities
- makes sure that all team members contribute actively to the process
- provides directions when tensions arise or objectives are in danger of not being attained

## Tactical

- addresses opposing interests and tries to reconcile conflicting parties by looking for common denominators within the team
- emphasizes the responsibility the team members have to achieve well
- encourages team members to look beyond the boundaries of their own department
- enhances the team`s problem solving skills by encouraging them to come up with their own solutions for arisen problems
- stresses the importance of the various team members` contributions

## Strategical

- discusses strategic goals, mission and vision with the team members and the strategic role they play in inspiring people at lower management levels
- distinguishes and addresses complex interests and internal tensions, and offers suggestions to solve them
- encourages team members to use their talents and competencies in order to achieve the organization`s goals
- inspires team members charismatically and demonstrates faith in the future and in their expertise
- uses the (informal) influence team members may have within the organization
- uses the various talents and competencies that exist within the team

# Learning Ability

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## General

- does not give up easily
- is motivated to learn
- is motivated to learn
- reads up on relevant literature in order to improve
- shows discipline in his/her studies and training

## Operational

- asks many questions on technical and functional matters
- gains information from conversations that is useful for his/her routine
- is able to put learnt theory into practice
- recognizes his/her mistakes and attempts to correct or prevent them
- understands instructions readily and is able to perform them
- uses acquired knowledge practically

## Tactical

- asks for feedback on his/her performance in order to improve
- develops new ideas and proposals after studying and processes matters that have to do with his/her position
- is able to absorb complex information and integrate it into his/her own method
- learns readily from his/her mistakes
- uses newly acquired knowledge readily for his/her own organization

## Strategical

- readily apprehends partners` or competitors` strategies in order to propose effective measures for his/her organization
- understands complex information about target groups, trends, social research, et cetera and uses it for his/her organization
- understands the code of conduct, rules and regulations in a new environment and acts accordingly
- uses the possibilities of theoretical knowledge for his/her organization



# Listening

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## General

- knows when to be quiet
- patiently lets the other person finish his/her story
- shows genuine interest

## Operational

- demonstrates s/he is listening through body language and eye contact
- does not interrupt and allows the other person to finish his/her story
- paraphrases the other person`s story

## Tactical

- addresses hidden and unclear hints and remarks the other person makes
- asks questions until everything is answered
- briefly summarizes the other person`s point of view
- checks whether his/her summary is a correct representation
- is able to `listen between the lines`

## Strategical

- adjusts to the level, background and experience of the other person
- anticipates what the other person is going to say based on previous information
- knows when to refer to previously discussed topics
- listens to content and retrieves information from the other person`s non-verbal behavior at the same time
- listens to what is said but also hears what is not said

# Managing

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## General

- adapts his/her leadership style to the employee`s level and competency; is able to adopt various styles
- balances leadership styles focused on people and results
- is aware of his/her hierarchic position

## Operational

- focuses on their results and performance when addressing employees
- is able to assess and uses employees` qualities
- makes clear what results are expected
- motivates employees to achieve set goals
- provides adequate support and guidance in order to achieve set goals
- provides clear instructions for the performance of a job

## Tactical

- encourages employees to look beyond their own department in order to enhance the organization`s development
- leads by example and advocates any desired change
- motivates employees to come up with their own contributions and solutions
- provides adequate resources, facilities and conditions for an effective work process
- translates strategic goals into practical, feasible activities (strategic plan)

## Strategical

- brings employees` career development in tune with strategic goals
- distinguishes between personal and organizational interests
- gets the most out of his/her employees
- has a natural authority over other people
- takes control in team meetings in which complex and opposing interests are defended

# Need to Achieve

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## General

- has no fear of failure
- is self-motivated to perform as well as s/he can
- shows effort and enthusiasm

## Operational

- does not rest before the work is done completely
- is critical toward his/her achievements and sees opportunities to improve constantly
- is enthusiastic and takes on a job readily
- revises his/her work in order to correct mistakes or add improvements
- works overtime voluntarily, and takes work home

## Tactical

- communicates the importance of high level quality and makes sure his/her team and employees share this interest
- defines quality standards and communicates them to employees
- identifies gaps in his/her knowledge and skills and makes attempts to improve on them
- is annoyed by and addresses the sloppiness and indifference of employees
- sets high standards for his/her own and other people`s work

## Strategical

- balances the choices between good quality against fast production and higher profit against poor quality
- investigates the organization`s quality levels and services regularly, both internally and externally
- is alert to critical feedback from customers and finds ways to meet their needs
- sees the need for improvement in the organization and makes efforts to enhance its quality
- strives for general quality standards that apply to the entire organization

# Negotiating

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## General

- handles objections well in negotiations
- is well prepared when entering negotiations
- knows how to handle objections in negotiations
- knows what his/her objectives are and sticks to them
- pays attention to both verbal and non-verbal behavior of the other person

## Operational

- comes forward with the right argumentation at the right moment
- decides on forehand what his/her limits and possible concessions will be
- knows when to give in during negotiations
- looks for a shared interest in negotiations

## Tactical

- looks for (medium) long-range win-win situations
- looks for a proper preparation before entering a negotiation
- makes responsible concessions when possible
- offers others argumentation for a good negotiation result

## Strategical

- creates the right conditions in negotiations
- knows during negotiations what the interests and points of view of other organizations are
- makes sure that others know what the parameters for negotiation are
- makes sure that others negotiate within the organization`s terms

# Networking

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## Strategical

- contacts other departments in order to increase the chance of his/her own project succeeding (cooperation, support)
- engages others in creating a broader basis for one`s organization to achieve its goals
- involves others in his/her professional networks and stimulates them to expand these
- is cooperative and incorruptible, uses his/her network without manipulating it
- looks beyond cultural differences and other barriers in his/her search for useful contacts
- searches critically for people who could play a role in expanding his/her influential network
- uses his/her network (e.g. for information) to support his/her work

## General

- communicates regularly with contacts
- goes to meetings for networking
- is actively interested in other people
- takes initiative to find new contacts
- works actively on building a (social) network

## Operational

- calls upon several contacts within the organization regularly
- contacts other people regularly in order to maintain his/her network
- contacts others actively for information, support or cooperation
- has several contacts within the organization at his/her disposal that can be called upon regularly
- is active in making and maintaining contacts
- uses contacts found in seminars, trainings, congresses and other social events

## Tactical

- brings other people in contact with each other, introduces them to each other
- contacts other departments if this is relevant to both parties
- cooperates regularly with colleagues in other departments, focusing on a specific problem
- looks actively for colleagues` information and expertise in other departments
- looks to cooperate with internal and external partners out of a shared interest
- uses his/her network (e.g. for information) to support his/her work

# Organization Sensitivity

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## General

- is able to look beyond the team or department
- is aware what goes on in the work environment
- knows how organization functions

## Operational

- 
- reflects on beforehand what might be consequences of new procedures for his/her colleagues
- understands procedures with clients and adjusts his/her routine accordingly
- understands relationships within the team and unit
- understands the relationship between his/her own work and that of colleagues` and takes this relationship into account

## Tactical

- anticipates the consequences of his/her actions and decisions to other departments` performance
- knows how to pass on information that is relevant to the organization to the right contacts
- understands how procedures in various departments complement and affect each other
- understands which staff have formal and informal influence on decisions that are made
- Uses informal circuits that exist within the organization

## Strategical

- is able to handle ambiguity and unclear hierarchies
- knows which influential contacts to approach in order to bring the organization to people`s attention
- readily understands hierarchical structures in relevant boards and committees
- recognizes different cultures in external client organization and adjusts his/her approach accordingly
- understands the importance of change processes for all stakeholders

# Perseverance

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## General

- does not give up when problems arise
- goes on until it becomes clear a goal cannot be achieved
- is able to assess when to continue and when to give up on an unattainable goal

## Operational

- holds on to his/her opinion even if others disagree
- is not willing to compromise; holds on to his/her views
- retains faith in his/her approach even if it is not immediately successful
- tries again and again against all odds

## Tactical

- does not compromise under pressure
- does not lose control when confronted with criticism or resistance
- follows professional codes of conduct even when they go against the organization`s interests
- is able to assess when it is no longer realistic to hold on to his/her view or proposal
- retains faith in his/her opinions, ideas, methods and proposals

## Strategical

- holds on to a long term strategy once it is set
- holds on to his/her view despite resistance when it is supported by experts
- holds on to his/her vision and course in times of change
- is not tempted to change his/her course under pressure even when the alternative seems attractive
- is not tempted to change his/her strategic course when circumstances change

# Persuasiveness

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## General

- demonstrates enthusiasm and flair
- demonstrates faith in his/her convictions
- uses logical and transparent arguments
- uses non-verbal behavior to reinforce his/her appearance

## Operational

- anticipates the other person`s doubts and counters those doubts adequately
- finds a good balance between professional arguments, humor, putting things in perspective and understanding the other person`s situation
- uses argumentation that appeals to the audience
- uses concrete examples to support his/her argument

## Tactical

- anticipates arguments and formulates adequate counter-arguments
- believes in his/her proposals and demonstrates this belief
- generates support for difficult proposals
- hears both sides of an argument
- makes other people see the advantages and possibilities of a proposal

## Strategical

- approaches the right contacts to increase support for his/her proposals
- knows on forehand potential counter-arguments and objections
- thinks about a strategy to convince others
- uses dialogue with the audience in order to promote his/her proposal
- uses the right arguments at the right moments
- uses various strategies to convince others



# Planning and Organizing

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## General

- separates essentials from side-issues
- uses time management
- works in a structured manner

## Operational

- adjusts plans when necessary
- drafts an action plan before entering a project
- is able to draft a realistic time schedule for certain activities
- plans activities and places them in the right order
- works orderly and precise, uses adequate filing systems

## Tactical

- assigns people and resources effectively
- finds the right moments for making decisions
- makes realistic budgets
- sets strategic priorities for his/her department based on the organization's policy
- translates management proposals into feasible action plans

## Strategical

- defines strategy and goals for the medium and long range
- drafts change initiatives, indicates a general time schedule
- drafts general budgets based on desired profit and loss percentages
- drafts various alternative future scenarios based on prognoses
- sets the right priorities in an organization-wide change process

# Political Sensitivity

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## General

- can put him/herself both in the position of the politician and the people
- displays diplomacy and tact in delicate matters
- knows political relations

## Operational

- comes up with information on the basis of which someone else can adopt a position
- distinguishes his/her responsibilities and limitations in delicate matters
- is able to present the pros and cons of political proposals
- knows when to come to the fore and when not to

## Tactical

- anticipates potential resistance
- distinguishes and addresses a decision's consequences
- wins people over for certain proposals

## Strategical

- has a broad scope on the workings of society and the trends and problems occurring
- knows how to find the right people who want to advocate their ideas
- lobbies at high levels for certain proposals
- sees interrelatedness between different segments of society

# Presenting

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## General

- is able to speak in public
- manages stress well
- speaks proper English

## Operational

- is able to structure a spoken argument
- is clearly audible in terms of volume and clarity
- looks at the audience and uses variation in his/her intonation and non-verbal behavior
- uses clear language
- uses the right resources (flip-over sheets, beamer, et cetera)

## Tactical

- engages the audience e.g. by asking them questions
- is able to tell a complicated story in clear words
- makes an argument livelier with appealing examples
- responds adequately to questions from the audience
- uses various kinds of communication, both verbal and visual

## Strategical

- demonstrates self-confidence and expertise
- is able to divert from his/her argument in order to respond to questions from the audience
- is able to switch easily from a complex level to simpler ideas
- is relaxed and uses the space available to walk around
- uses an appropriate kind of humor that adds something and appeals to the audience
- uses key words reflecting the main thread of his/her argument

# Problem Analysis

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## General

- distinguishes essentials from side-issues
- is not satisfied with incomplete information; wants to find out more
- sees connections between different problems
- works and thinks at a level appropriate to his/her position

## Tactical

- gets to the heart of a matter readily by asking the right questions and using the right sources
- is able to place a problem's development in time
- looks at a problem from various points of view: financial, strategic, personal, et cetera
- notices problems that occur and oversees their consequences for the work's progress
- sees connections between seemingly unconnected operational problems and events

## Operational

- distinguishes facts from opinions and assumptions
- investigates the cause of a problem
- reviews problems by asking directed questions and using various relevant information sources
- sees causes and effects readily

## Strategical

- is able to lift operational problems to a more abstract level and translate them into strategy and change initiatives
- is able to understand a problem in its full complexity and redefine it in simple words
- sees a problem in a broader context (financial, economic, social, et cetera)
- sees connections between seemingly unconnected problems; finds a common denominator
- sees trends and anticipates future developments

# Result-Orientedness

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## General

- asks for objectives to be attained
- commits to neutrally controllable objectives
- defines a job in terms of tangible objectives
- provides direction aimed at attaining results

## Operational

- attains or exceeds set goals
- defines one`s objectives in terms of tangible behavior (measurable results within a deadline)
- evaluates regularly what the situation is regarding to one`s objectives
- indicates how objectives will be attained in terms of tangible actions (who, what, when)
- looks for alternatives when certain actions have not lead to a desired result
- takes directive action when objectives are in danger of not being attained

## Tactical

- does not give in, looks actively for alternative possibilities when confronted with adversity
- looks actively for the best way to achieve goals, considers his/her options carefully
- mobilizes means and people, even when others need to be persuaded of its necessity
- redirects processes regularly, focusing on objectives
- sets high standards, defines challenging yet feasible objectives

## Strategical

- addresses others on attaining objectives when necessary
- defines challenging objectives that have an impact on other people`s or the department`s performance
- develops an efficient and tangible plan of action with clear objectives, timing, use of means and staff, et cetera
- maintains regular communication on proceedings with all people involved
- makes tangible agreements with all people involved how to attain objectives

# Self-Development

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## General

- demonstrates to have a realistic view on his/her own strengths and weaknesses
- evaluates his/her own approach regularly, focuses on change and improvements
- is committed to broaden his/her views
- looks actively for personal feedback in order to gain from it
- visibly devotes time and energy to his/her development

## Operational

- is involved in activities such as training in order to develop him/herself
- knows his/her strengths and weaknesses
- learns from mistakes
- searches actively for ways to develop him/herself

## Tactical

- asks further questions for improvement when given feedback
- asks others for information about his/her own performance
- involves others in his/her learning process; asks for ways to further develop him/herself
- is prepared to change on account of critical feedback

## Strategical

- advocates the importance of personal development
- creates opportunities for other people`s personal development by providing appropriate means
- plans budgets and programs for personal development within the organization
- shows clear appreciation for other people`s development

# Sensitivity

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## General

- has a proper self-perception
- pays attention to other people and their behavior (what they say and do)
- possesses a `social antenna`

## Operational

- asks further questions about someone`s views and emotional remarks
- does not interrupt others; lets them finish their stories
- hears and addresses other people`s responses to his/her own behavior
- is open, interested and respectful toward opinions different from his/her own
- paraphrases other people`s feelings to show s/he has not merely heard the other person but also understood his/her feelings

## Tactical

- addresses suspected dissatisfaction and unexpressed emotions
- anticipates and addresses possible responses to his/her own behavior, actions and remarks
- makes it easy for other people to discuss delicate matters
- understands when a remark is misinterpreted or taken the wrong way
- understands when the other person is embarrassed and shows that s/he understands

## Strategical

- distinguishes and addresses tension between team members
- is open to a variety of standards, values, cultures and rules, and acts accordingly
- notices when the other person is embarrassed and attempts to alleviate this embarrassment
- realizes how his/her hierarchic position affects the other person
- takes other people`s feelings and relationships into account when presenting delicate matters
- understands the rapport between team members and addresses ineffective relationships

# Sociability

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## General

- connects easily with other people
- does not suffer from shyness
- finds pleasure in meeting new people
- is knowledgeable on a wide range of topics

## Operational

- approaches other people and starts conversations easily at parties or receptions
- does not hesitate to approach people with a question or request
- is good at `small talk` and never pressed for a topic
- joins in easily in ongoing conversations
- keeps conversations going easily

## Tactical

- brings people into contact who may be useful for each other
- does presentations in order to position him/herself and the organization
- is active in maintaining contacts by regularly approaching other people
- makes contacts that can be useful for him/herself or the organization

## Strategical

- is able to associate with people from different social and academic backgrounds and levels and adjusts his/her style to them
- is well informed about a wide range of social topics and applies this to easily converse with people who may be useful to the organization
- knows people and networks that are relevant to the organization and approaches them
- participates in committees, boards, unions that can be useful for his/her organization or personal career
- shows initiative in meetings and other business events and takes the floor easily , even when unprepared



# Social Awareness

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## General

- disposes over decent general knowledge
- is knowledgeable on a wide range of topics
- possesses broad professional knowledge of his/her organization or expertise
- reads up on relevant literature

## Operational

- goes regularly to expert or position related meetings
- is well informed about recent developments that are relevant to his/her expertise
- makes an effort to learn about the competition's approach in order to come up with proposals for his/her own services
- offers proposals in team meetings based on his/her knowledge of developments and trends that are relevant to the organization
- translates relevant developments into actions and proposals to enhance his/her work

## Tactical

- actively follows social developments that are relevant to the organization and its field of work
- actively participates in networks in order to gain knowledge of trends, policies, future developments that are relevant to the organization
- is able to utilize future developments
- offers proposals for improvement based on his/her knowledge of the market and its relevant developments
- positions the organization in its proper context

## Strategical

- analyzes social developments and bases management proposals on these analyses that influence the course of the organization
- demonstrates knowledge and awareness of the organization's position within the network of competitors and stakeholders
- distinguishes the importance of cooperation; is well informed about fusions and take-overs within other organizations and actively seeks to adapt to new facilities
- is aware of international developments and maintains contacts at this level in order to enhance the organization's position
- maintains contacts with decision makers and those who influence the organization's procedure and continuity

# Stress Management

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## General

- distinguishes essentials from side-issues
- has a proper self-perception
- understands which kinds of stress s/he is able to handle

## Operational

- achieves better under pressure and perceives this as a challenge
- does not lose balance when the work load suddenly increases
- is able to handle criticism and disappointments
- remains focused when given a deadline
- stays calm when progress is slowed down and deadlines may not be met

## Tactical

- approaches adversity objectively and rationally; sets new goals and priorities
- is able to put unreasonable criticism into perspective and move on
- is realistic in what can be achieved within a certain period of time; dares to say `no` to unrealistic proposals
- regards criticism positively as a means to improve
- stays self-assured in unexpected situations

## Strategical

- dares to take a step back and reflect in critical situations in order to review appropriate measures
- handles media attention well; knows how to value it and how to respond
- handles social pressure well and may adjust his/her behavior to it
- recuperates quickly after disappointments and adversity and directs his/her energy elsewhere
- retains an overview in situations of crisis and sets adequate priorities

# Verbal Expression

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## General

- is clearly audible
- makes good use of his/her voice (volume, intonation)
- speaks proper English

## Operational

- articulates well, uses short and clear sentences
- does not use complicated language to make an impression
- provides clear explanations that are easy to follow
- uses words other people will understand

## Tactical

- adjusts his/her use of language to the level of his/her employees
- is able to explain a complex topic to a less educated audience
- makes a complicated story understandable for everyone
- makes a story more lively by using characteristics from the audience
- provides a larger context for his/her story without making it unnecessarily complicated
- uses illustrative examples that will appeal to the audience

## Strategical

- estimates accurately what kind of language and style are appropriate in various situations
- is able to clarify a vague and obscure discussion by pointing out the main issues
- is able to simplify other people`s complicated language and reduce digressions
- translates abstract information into tangible examples
- uses imagery to clarify his/her view point

# Vision

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## General

- accepts many ideas without rejecting them straight away on grounds of unattainability
- acquires the essence from given information
- does not act impulsively but contemplates consequences
- gathers large amounts of information; is curious
- possesses cognitive skills

## Operational

- focuses on innovation and is prepared to experiment
- has an idea in which direction his/her discipline will develop based on social developments
- is open to unusual and daring ideas to implement in his/her discipline
- takes time to think about his/her discipline
- understands the consequences of developments and translates them into his/her position or discipline

## Tactical

- focuses on essentials and does not lose him/herself over details
- is able to rise above the daily routine and reflect on it
- looks for people with unusual views and innovative ideas
- questions traditional methods and presents innovative products and approaches
- recognizes innovative ideas in the team and knows how to connect them

## Strategical

- combines various social trends and developments into an integrated vision of the future
- integrates developments in different disciplines into a new concept
- is able to imagine possibilities other people think are impossible
- is able to think ahead on the basis of limited information
- recognizes national and international trends early on and oversees their consequences for the organization
- sees chances and opportunities for the organization before others do and acts accordingly

# Workmanship

---

## General

- does his job as a consummate professional
- does his job professionally
- has a thorough knowledge of his field
- maintains and improves his own knowledge and skills

## Operational

- handles tools and materials with care
- keeps to rules and procedures. For example in respect of safety
- knows what to do and how to do it
- works according to `the book`
- works efficiently, carefully and cleanly

## Tactical

- knows the causes and solutions to commonly occurring problems
- notices work to be done and takes initiatives to get it done
- results attest to skills
- shows interest in his professional field. Keeps his professional knowledge up-to-date on all possible ways
- shows what takes priority and where necessary, alters the work order

## Strategical

- exudes professional adeptness, solves difficult technical problems or actively seeks solutions
- follows subject-related studies, courses, training courses etcetera
- is alert to new trends and developments in his field and/or issues that relate to it and keeps his knowledge about it up-to-date
- learn from others about matters in his field and applies new methods and techniques within his own work
- shares knowledge, ideas and insights with others

# Written Expression

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## General

- has an adequate vocabulary
- is able to structure an argument
- is proficient in the English language and grammar

## Operational

- avoids long-winded sentences; uses sentences that are easy to read
- has an eye for a layout and a composition that enhance clarity
- is able to summarize a view or message clearly
- structures notes and clearly organizes his/her writing
- writes flawlessly according to proper syntax

## Tactical

- adjusts his/her use of language to the audience
- presents complex issues in simple language that everybody understands
- provides sufficient, not too much, instruction and information
- structures a complicated story in logical steps
- structures an argument in way that conclusions follow logically

## Strategical

- connects various complex issues in order to help the reader see their coherence
- is able to adopt different styles and knows which one is suitable for a certain audience
- is able to assess which information is relevant
- presents complex issues in clear key words
- provides the right amount of information to make an issue clear to the reader