

TMA Competencies

Competencies and behavioral examples



Accountability

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

- clearly communicates to stakeholders when deadlines and agreements cannot be fulfilled
- comes to the colleagues' rescue if problems arise or mistakes are made
- continues to work effectively without losing sight of quality standards
- 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
- ensures that colleagues come to each other's defence when mistakes are made
- explains his/her motives for important decisions
- supports colleagues in an appropriate manner when he delegates tasks
- takes personal responsibility for his 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 interested parties
- takes personal responsibility for his actions, those of his department and the entire organization

Adaptability

General

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

Operational

- adapts his/her own methods when the situation calls for it
- 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 standards and values that are different or new with ease

Tactical

- adapts his/her 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; prefers not to 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 set norms and values
- adapts the rules and attitude to his/her new position both within and outside the organization
- adjusts his/her own view and objectives in order to achieve a common shared goal
- is open to various standards, values and rules without losing a sense of identity
- quickly detects relevant cultural elements in various situations and surroundings and acts accordingly

Ambition

General

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

Operational

- develops his expertise further through training or study
- looks for possibilities to achieve visible successes
- positions him/herself based on expert quality
- works hard and wants to achieve 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 for promotion arise
- takes on responsibilities and takes up extra work

Strategical

- actively recognizes opportunities for further development of 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

General

- communicates his/her views or statements clearly
- radiates 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 that of his/her 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 of a person concerned
- 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 common interest into account
- voices his/her opinion in a way that does not harm interrelations

Strategical

- acts diplomatically; 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

General

- is disturbed 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
- develops systems to monitor and control detailed information adequately
- organizes data on topics discussed with an eye for relevant detail
- quickly detects gaps in graphic representations
- quickly notices contradictions in detailed information

Strategical

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

Business Orientation

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 in 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
- generates ideas about the organization's future and its scope of services; translates them into feasible strategies and goals
- looks for strategic positions in (inter)national networks that could be of use for the organization
- presents new concepts for services and products that have not been marketed before
- recognizes the right moment for marketing innovative products and services

Coaching

General

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

Operational

- allows other people to take responsibility for themselves, especially for 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 helps others improve their problem solving skills
- encourages others in becoming involved in organization-wide activities
- enhances other people's understanding 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 to plan their careers
- encourages others to take steps toward achieving their own professional goals
- helps other people realize what their professional goals are, even if they reach beyond the organization
- helps others explore their limits and possibilities - even if they can only be found outside their own organization

Commercial Power

General

- conducts uncomplicated sales meetings in a correct manner
- demonstrates commercial awareness and understanding
- discovers opportunities and products in the market and values the commercial potential
- identifies customer needs and demands
- is trustworthy and creates a good setting to convince (potential) customers to purchase

Operational

- conducts sales meetings independently and uses the information to come up with sales proposal that will be accepted
- creates opportunities for enhancing sales himself/herself
- knows the market and market players
- shows interest in the customer and knows how to convert the requirements of the customer into sales actions for the longer term
- takes financial consequences of commercial proposals into account

Tactical

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

Strategical

- actively builds and maintains a diverse network
- doesn't avoid conflicts but can handle them to achieve better results
- establishes and maintains long-term relations with top customers and uses them for the advantage of the organization
- negotiates at high level, is able to explore various strategies in doing so
- pursues a proactive commercial strategy and coordinates its implementation between different departments of the organization
- translates customers' needs and demands into the development of new products or services

Conduct

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 his style and dresses in accordance with his/her position
- builds a personal relationship with clients and colleagues by showing a genuine interest in other people
- demonstrates self-confidence and competency in responding to questions
- does not pretend to be competent in any area other than his/her own
- is consistent in his/her conversational style; does not suddenly change his style
- 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

- feels free in different circles and companies
- 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 quickly adopt a new environment's rules, standards and values
- understands the etiquette and acts accordingly
- uses non-verbal behavior to enhance his/her image

Conflict Management

General

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

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 the 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
- has different strategies in advance to be able to reduce tensions
- is able to assess the hierarchy within a group or team
- overcomes the difference in opinions by looking for a common ground

Strategical

- asks direct questions in order to analyze the depth and reach of the contradictions or the conflict
- demonstrates the advantages of mutual cooperation
- encourages conflicting parties to come up with their own resolutions of a conflict
- gets information from all the conflicting parties about the reasons for the conflict
- persuades conflicting parties to look for the mutual advantages of finding a resolution of their conflict

Controlling Progress

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 progress of work

Strategical

- breaks down change processes into small steps and indicates when progress needs to be checked
- channels and directs information about the progress from various sources; makes sure (higher) management receives the accurate information
- is alert to signals from the organization regarding the work progress and discusses them with key staff involved
- monitors the essentials of the actual progress without losing sight of relevant details
- plans individual progress interviews with the key stakeholders whose decisions might influence how the change processes will go.

Cooperation

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 on failure together
- clearly demonstrates the importance of a joint result
- is open to other people's opinions and ideas
- is willing to share knowledge and experience
- notices when others need help and takes over their tasks when necessary

Tactical

- acknowledges the contribution from other disciplines and uses them by inviting representatives
- 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

Strategical

- finds opportunities to set up shared projects with other organizations
- puts the interests of the organization ahead of his own
- 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

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 in accordance with standard procedures 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 ones
- 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 the consequences of which are uncertain

Strategical

- dares to invest in partnerships that involve risks but may be of use for the organization
- estimates and spreads the risks connected with new activities
- invests in new experiments without being certain of their outcome
- is guided by his/her intuition
- makes decisions that could change the image of the entire organization

Creativity

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

- admits the worth of other people's ideas
- is able to abandon existing structures and methods
- is flexible in his/her thinking and has many ideas
- 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) unfeasible 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

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 of how to approach clients 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

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 recurring 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 cross-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

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 instructions 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 opportunities for the employee to perform a delegated task the way he/she sees it
- regards a delegation as an opportunity for the employee to develop and acts 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 his 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 the qualities of his/her employees
- is clear about risks and problems connected to the delegation of tasks
- is generous in praising colleagues and employees for their success and achievements

Developing Employees

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
- enables 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 of encouraging the development of employees in a favorable direction
- understands what knowledge and qualities are needed in the future based on the assessment of trends and social developments
- uses benchmarking to compare the organization's levels of quality and knowledge to those of others

Discipline

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
- only performs actions that are in accordance with the rules and procedures
- 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
- notices the situations when deviations from standard procedures should be made
- seeks confirmation from 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` where existing rules and procedures should be followed according to a certain interpretation - within certain limits

Energy

General

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

Operational

- is able to focus and work hard for hours on end
- is able to spread his/her energy effectively
- is enthusiastic even after a day of hard work
- is not afraid of taking on extra work or making extra efforts
- recuperates quickly after long and intensive work

Tactical

- does not give up when facing difficulties, searches for solutions until the end
- does not lose accuracy 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 on weekends
- is able to handle emotionally exhausting conversations and situations without being fully drained
- is able to recover after a heavy blow
- 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 emotions that cost a lot of energy

Flexible Behavior

General

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

Operational

- does not focus 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 switch between using logical arguments against resistance and making an inventory of its cause
- recognizes obstacles
- understands when a chosen approach is ineffective

Tactical

- adjusts readily to unexpected turns of events
- is able to change his/her approach when facing constant resistance (a different 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
- tries various styles of behavior 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

Operational

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

General

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

Strategical

- allocates means and time within the organization to address and work on quality issues
- encourages and stimulates 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

- 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
- regularly checks whether the work of others or team members is up to prescribed quality standards

Forming Judgment

General

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

Operational

- bases his/her views on facts; distinguishes these from opinions
- is able to assess peoples qualities
- suggests practical and feasible solutions
- weighs up pros and cons
- weighs up the right priorities

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
- makes a review of the consequences of his/her conclusions both for the organization and its employees
- supports his/her judgements 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

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 'go with the crowd', nor speaks 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 makes little of 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 gains support
- is able to put him/herself in a stockholder's position
- is able to translate stockholders' wishes into organization-wide change initiatives

Independence

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
- deviates 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

- can't be forced to provide services that go against his convictions under pressure
- 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 the routine to show things can be done differently
- presents plans and proposals that deviate from standard procedures

Strategical

- forms independent judgements 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 creates commotion within the organization

Initiative

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

- actively looks for solutions when facing a deadlock in a meeting
- actively searches for opportunities that might improve his/her services
- detects opportunities in conversations that work to his/her advantage
- mentions and discusses resistance where and when it takes place
- takes a clear position in unclear situations in which others do nothing

Operational

- attracts responsibilities and activities
- is not docile but proactive
- makes proposals that might benefit the organization without being asked
- observes opportunities and translates them into benefits for the organization
- presents new proposals and plans

Strategical

- detects opportunities in work relationships in order to win a better position his/her own organization
- 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 useful and relevant contacts; approaches them accordingly to obtain benefit for his/her organization

Innovative Power

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 clients are dissatisfied with and finds out the reason of it
- 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 how 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 beaten path and offers proposals that are not always clear-cut yet feasible
- likes to discuss new possibilities or different implementations of existing techniques and methods with colleagues or fellow-experts
- 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 handle resistance against his/her own ideas without giving them up
- is able to infect others with enthusiasm concerning new ideas and to make them advocate those ideas as well
- is able to let go of the existing concepts and products, and come up with the 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 see through relationships and connections
- explains simple logical connections and relationships
- has insight into complex situations, problems and processes
- investigates and analyzes things systematically

Operational

- indicates (new) situations for which no procedures and instructions have been set
- 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 draws clear, well-reasoned conclusions
- defines (sub) problems
- detects and collects important data and finds connections
- establishes the connection between different aspects of a problem
- finds new ways to solve problems
- independently investigates the nature and cause of (sub) problems

Strategical

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

Integrity

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 (upright) behavior is expected
- exerts power carefully
- makes sure that colleagues displaying unethical behavior have been called to order

Leadership of Groups

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 there is a risk objectives won't be attained

Tactical

- addresses the opposite interests and tries to reconcile conflicting parties by looking for common factors within the team
- emphasizes the personal responsibility of the team members so they can achieve better results
- 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 problems encountered
- 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 issues 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 with his charisma and demonstrates faith in the future and 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

General

- does not give up easily
- is eager 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 quickly 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
- quickly learns 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

General

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

Operational

- demonstrates he/she is listening through body language and eye contact
- does not interrupt and allows the other person to finish his/her story
- sums up what the other person says in his/her own words

Tactical

- addresses hidden and unclear hints and remarks the other person makes
- asks questions until everything is clear
- briefly summarizes the other person's point of view
- checks whether his/her summary is a correct interpretation
- is able to 'read 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 the previous information
- knows when to refer to previously discussed topics
- listens to the 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

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 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
- motivates employees to make contributions and come up with solutions of their own
- propagates the desired organizational culture (change)
- 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 line 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 during team meetings in which complex and opposing interests are defended

Need to Achieve

General

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

Operational

- does not rest before the work is done completely
- is critical towards 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

- conveys the importance of high quality level 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 fill them in
- is annoyed by the sloppiness and indifference of employees and points it out to them
- 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 level of quality 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

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 common interests in negotiations

Tactical

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

Strategical

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

Networking

Strategical

- engages others in creating a broader basis so that the organization can achieve its goals in a better manner
- establishes contacts with other departments in order to increase the chance of his/her own project succeeding (cooperation, support)
- involves others in his/her professional networks and stimulates them to expand these
- is cooperative and trustworthy, uses his/her network without manipulating it
- looks beyond cultural differences and other barriers in his/her search for useful contacts
- systematically searches 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

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

Operational

- 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
- relies on several contacts within the organization regularly
- uses contacts made during seminars, trainings, congresses and other social events

Tactical

- actively looks for colleagues from other departments for information and expertise
- 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 from other departments, focusing on a specific problem
- looks for cooperation with internal and external partners on the basis of mutual interest
- uses his/her network (e.g. for information) to support his/her work

Organization Sensitivity

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 the possible consequences of new procedures for his/her colleagues in advance
- 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 his/her colleagues and takes this relationship into account

Tactical

- anticipates the consequences of his/her actions and decisions for the performance of other departments
- 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 what employees 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 power relations
- knows which influential contacts to approach in order to bring the organization to people's attention
- quickly discerns different cultures in external client organization and adjusts his/her approach accordingly
- quickly understands hierarchical structures in relevant boards and committees
- understands the importance of change processes for all stakeholders

Perseverance

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 opinion 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 views despite resistance
- holds on to his/her vision and course in times of a 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

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 can dispel 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 argumentation

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 gain and increase support for his/her proposals
- knows about potential counter-arguments and objections in advance
- thinks about a strategy to convince others
- uses a dialogue with the audience in order to use their arguments to his advantage
- uses the right arguments at the right moments
- uses various strategies to convince others

Planning and Organizing

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 neatly and precisely, uses adequate filing systems

Tactical

- allocates people and resources effectively
- finds the right moments for making decisions
- sets 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 terms
- drafts change initiatives, indicates a general time schedule
- drafts general budgets based on a desired profit and percentage loss
- drafts various alternative future scenarios based on prognoses
- sets the right priorities in an organization-wide change process

Political Sensitivity

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

- distinguishes his/her responsibilities and limitations in delicate matters
- is able to see the pros and cons of political proposals
- knows whether to go forward or not
- retrieves information on the basis of which someone else can adopt a position

Tactical

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

Strategical

- has a broad view of how the society works and what trends and problems arise from it
- knows how to find the right people who want to push their ideas
- lobbies for certain proposals at high level
- sees how different segments of society are interrelated

Presenting

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 more lively and engaging 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 at the right moment which appeals to the audience
- uses key words reflecting the main thread of his/her argument

Problem Analysis

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 for 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 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 direct questions and using various relevant information sources
- sees causes and effects quickly

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

General

- asks what objectives are 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 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 direct action when there is a threat that objectives won't be attained

Tactical

- actively looks for the best way to achieve goals, considers his/her options carefully
- does not give in, actively looks for alternative possibilities when facing difficulties
- mobilizes means and people, even when others need to be persuaded of its necessity
- Regularly makes adjustments in the process, 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 the performance of other people or departments
- develops an efficient and concrete plan of action with clear objectives, timing, use of means and staff, et cetera
- maintains regular communication on proceedings with all the people involved
- makes specific agreements with all the people involved on how to attain objectives

Self-Development

General

- actively looks for personal feedback in order to gain from it
- demonstrates that he/she has 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
- visibly devotes time and energy to his/her self-development

Operational

- actively looks for the ways to develop himself/herself
- is aware of his/her strengths and weaknesses
- is involved in activities such as training in order to develop himself/herself
- learns from his/her mistakes

Tactical

- asks further questions for improvement when given feedback
- asks others for information about his/her performance
- involves others in his/her learning process; asks for the ways of further self-development
- 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

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
- interprets other people's feelings to show he/she has not merely heard the other person but also understood his/her feelings
- is open, interested and respectful toward opinions different from his/her own

Tactical

- addresses suspected dissatisfaction and unexpressed emotions
- anticipates and addresses possible responses to his/her 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 tensions 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 relieve this embarrassment
- realizes how his/her position in the organization may affect the other person
- takes other people's feelings and relationships into account when bringing up delicate matters
- understands the interaction between group members and makes it open for discussion in case of ineffectiveness

Sociability

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 wanders off a subject
- joins in easily in ongoing conversations
- keeps conversations going easily

Tactical

- brings people who may be useful for each other into contact
- 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/her 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 informed about people and networks that are relevant to the organization and approaches them
- is well informed about a wide range of social topics and applies it to easily converse with people who may be useful to the organization
- 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

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

- is well informed about recent developments that are relevant to his/her field of expertise
- makes an effort to learn about the competitors' approach in order to come up with proposals for the improvement of his/her own services
- offers proposals in team meetings based on his/her knowledge of developments and trends that are relevant to the organization
- regularly attends professional or function-oriented meetings
- turns 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
- is aware of international developments and maintains contacts at this level in order to reinforce the organization's position
- maintains contacts with decision makers and those who influence the organization's way of work and continuity
- understands the importance of cooperation; is well informed about acquisitions and take-overs within other organizations and actively tries to adapt to new forms of providing services

Stress Management

General

- distinguishes essentials from side-issues
- has a proper self-perception
- understands which kinds of stress he/she 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 on things in critical situations in order to review appropriate measures
- doesn't lose sight of the whole picture in critical situations and sets adequate priorities
- 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
- quickly recovers from disappointments and adversity and directs his/her energy elsewhere

Verbal Expression

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 of target groups
- 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 complex language and reduce it to the core of the subject
- translates abstract information into clear examples
- uses comparisons, metaphors and idioms to make his/her point of view clear

Vision

General

- accepts many ideas without rejecting them straight away on the ground 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 innovations and is prepared to experiment with them
- has an idea in which direction his/her discipline will develop based on social developments
- is open to unusual and daring ideas that can be implemented in his/her professional field
- takes time to think about his/her professional area
- understands the consequences of developments and converts them into his/her position or discipline

Tactical

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

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 come up with the ideas other people consider to be impossible
- is able to think ahead even 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 committed 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 relation to safety
- knows what to do and how to do it
- works according by 'the book'
- works efficiently, carefully and neatly

Tactical

- his/her results are the evidence of professional knowledge
- knows the causes and solutions to commonly occurring problems
- sees work that has to be done and takes initiatives to get it done
- shows interest in his professional field. Keeps his professional knowledge up-to-date by all means possible
- shows what has priority and where necessary, changes the work order

Strategical

- is alert for new trends and developments in his field and/or issues that are related to it and keeps his knowledge up-to-date
- learns from others about developments in his field and applies new methods and techniques in his work
- projects professionalism, solves difficult technical problems or actively seeks solutions
- shares his knowledge, ideas and insights with others
- successfully follows subject-related studies, courses, training courses etcetera

Written Expression

General

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

Operational

- avoids complex 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 and grammatically correct

Tactical

- adjusts his/her use of language to the audience
- presents complex issues in a simple language that everybody understands
- provides instructions and information to a sufficient extent (doesn't dwell upon the subject too long and spares others the irrelevant details)
- structures a complicated story in logical steps
- structures an argument in such a way that conclusions follow logically

Strategical

- is able to adopt different styles of writing and knows which one is appropriate for a certain audience
- is able to assess which information is relevant
- knows how to make connection between several complex issues to make their coherence clear for the reader
- presents complex issues in clear key words
- provides the right amount of information to make an issue clear to the reader