Competencies for Business Success

Most commonly valued competencies and its related questions

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"Every company has to discover the attitudes that make their organization unique and special…Those attitudes will always be an organic reflection of their most successful people."

- Mark Murphy & Forbes, 2012

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What is a competency?

" A competency is a defined combination of knowledge, skills, and behaviours required to successfully perform critical functions or tasks in a defined work setting."

- Competencies specify the "how" (as opposed to the what) of performing job tasks.

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Why do we need competencies?
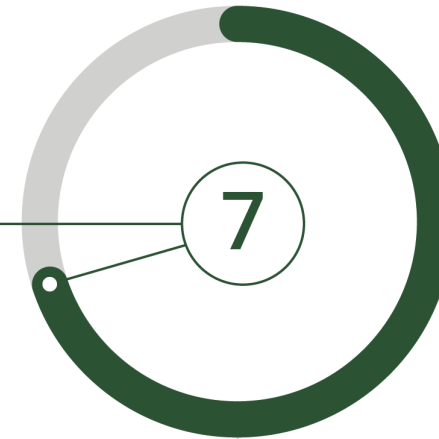
Competencies are "future proof"

Web and multimedia developers

73% Projected employment increase by 2030

Out of the top **10 competencies** for this job, which are **future-proofed?**

7

Competencies are regarded as future-proof if they give human employees the edge over machines (and are therefore much harder to automate) and if there is strong demand for them in the labour market.

- Knowledge - **Computers and electronics**
- Skill - **Programming**
- Skill - **Critical thinking**
- Skill - **Operations analysis**
- Skill - **Complex problem solving**
- Ability - **Deductive reasoning**
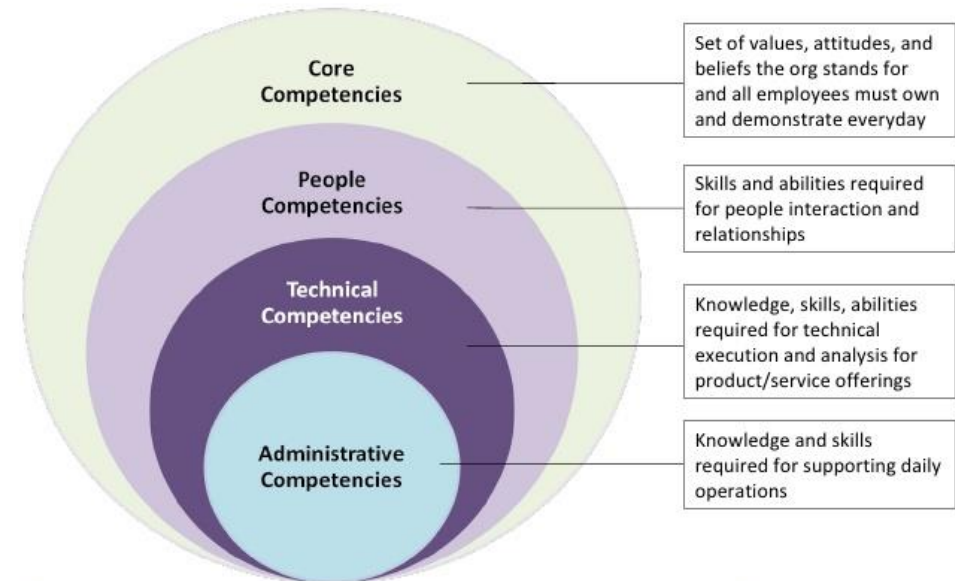- Ability - **Problem sensitivity**

Other basic competencies include: knowledge: languages; skills: reading comprehension, active listening, speaking, monitoring.

There are **no less future-proofed competencies** for this occupation among the top 10.

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Competencies and success

- Across different Business units, seniorities, and work environments, there may be many different sets of competencies, needing different models.

- It can help to define specific cultures for sucesss

Competency Framework Design

Core Competencies — Set of values, attitudes, and beliefs the org stands for and all employees must own and demonstrate everyday

People Competencies — Skills and abilities required for people interaction and relationships

Technical Competencies — Knowledge, skills, abilities required for technical execution and analysis for product/service offerings

Administrative Competencies — Knowledge and skills required for supporting daily operations

Competency Areas should be reflected in all Job Families with levels of acquisition and behaviors as measures.
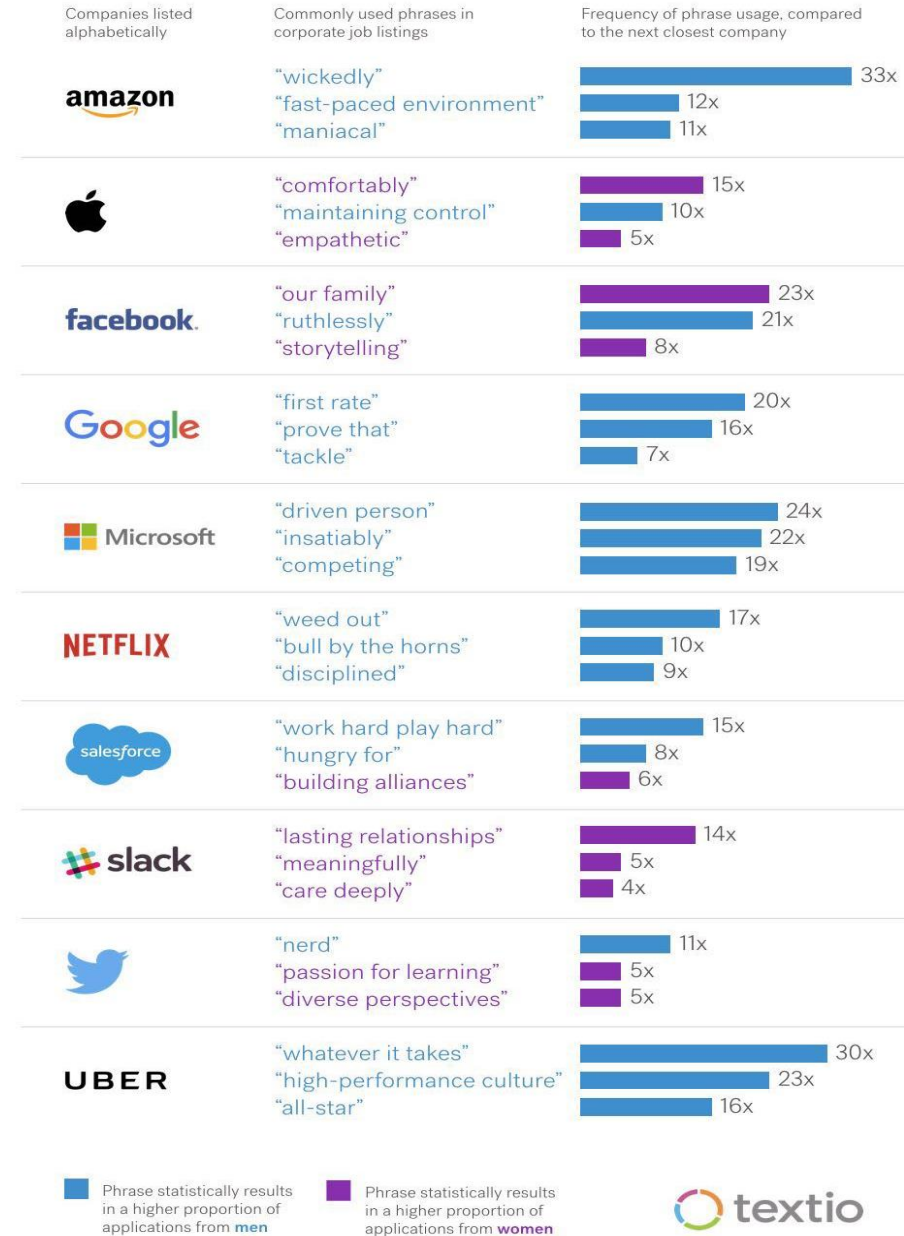
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Competency models for specific roles
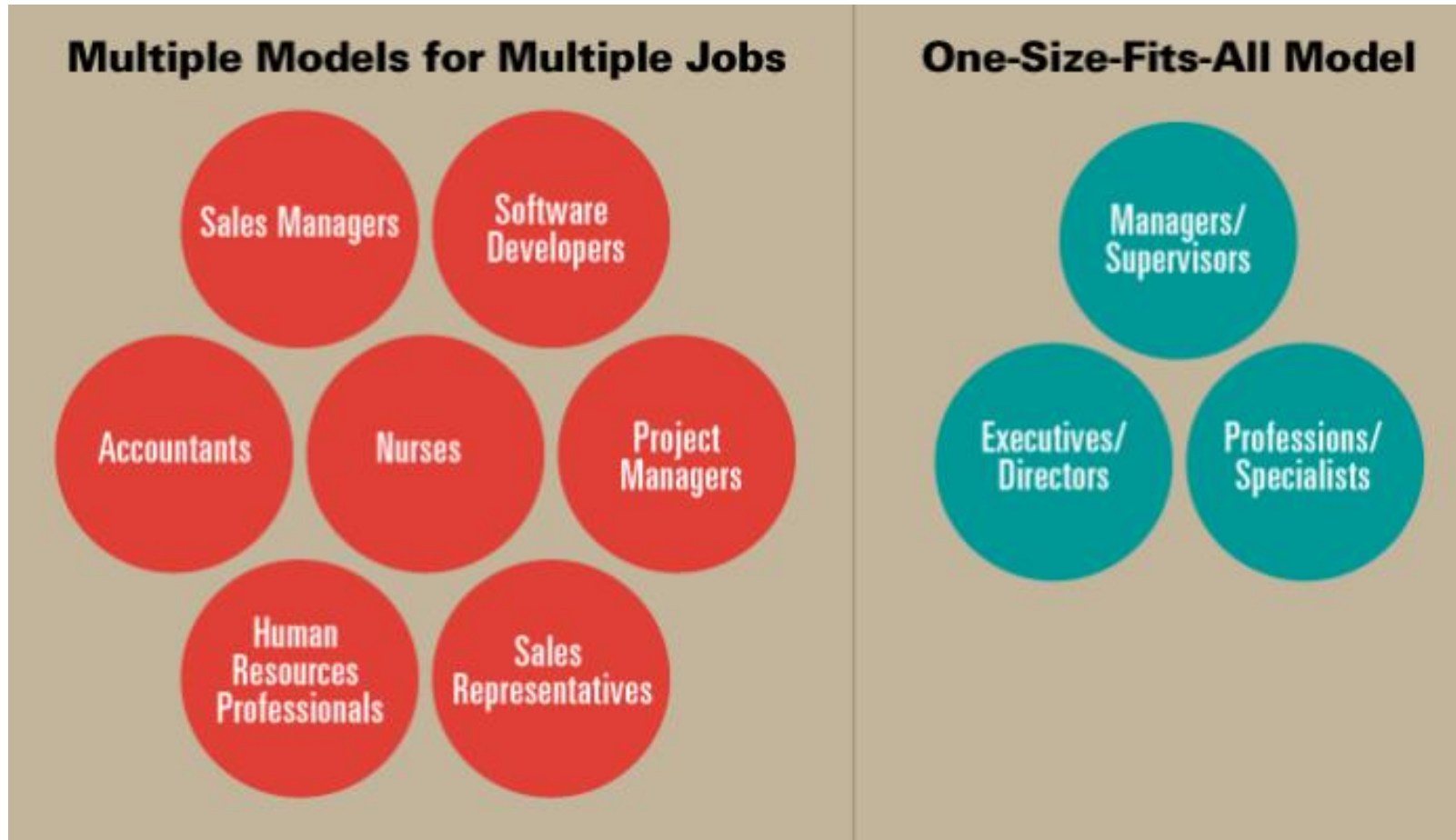
Different cultures for different companies

Commonly used phrases in company job descriptions

Companies listed alphabetically	Commonly used phrases in corporate job listings	Frequency of phrase usage, compared to the next closest company
amazon	"wickedly"	33x
	"fast-paced environment"	12x
	"maniacal"	11x
Apple	"comfortably"	15x
	"maintaining control"	10x
	"empathetic"	5x
facebook	"our family"	23x
	"ruthlessly"	21x
	"storytelling"	8x
Google	"first rate"	20x
	"prove that"	16x
	"tackle"	7x
Microsoft	"driven person"	24x
	"insatiably"	22x
	"competing"	19x
NETFLIX	"weed out"	17x
	"bull by the horns"	10x
	"disciplined"	9x
salesforce	"work hard play hard"	15x
	"hungry for"	8x
	"building alliances"	6x
slack	"lasting relationships"	14x
	"meaningfully"	5x
	"care deeply"	4x
Twitter	"nerd"	11x
	"passion for learning"	5x
	"diverse perspectives"	5x
UBER	"whatever it takes"	30x
	"high-performance culture"	23x
	"all-star"	16x

Phrase statistically results in a higher proportion of applications from **men**

Phrase statistically results in a higher proportion of applications from **women**

textio

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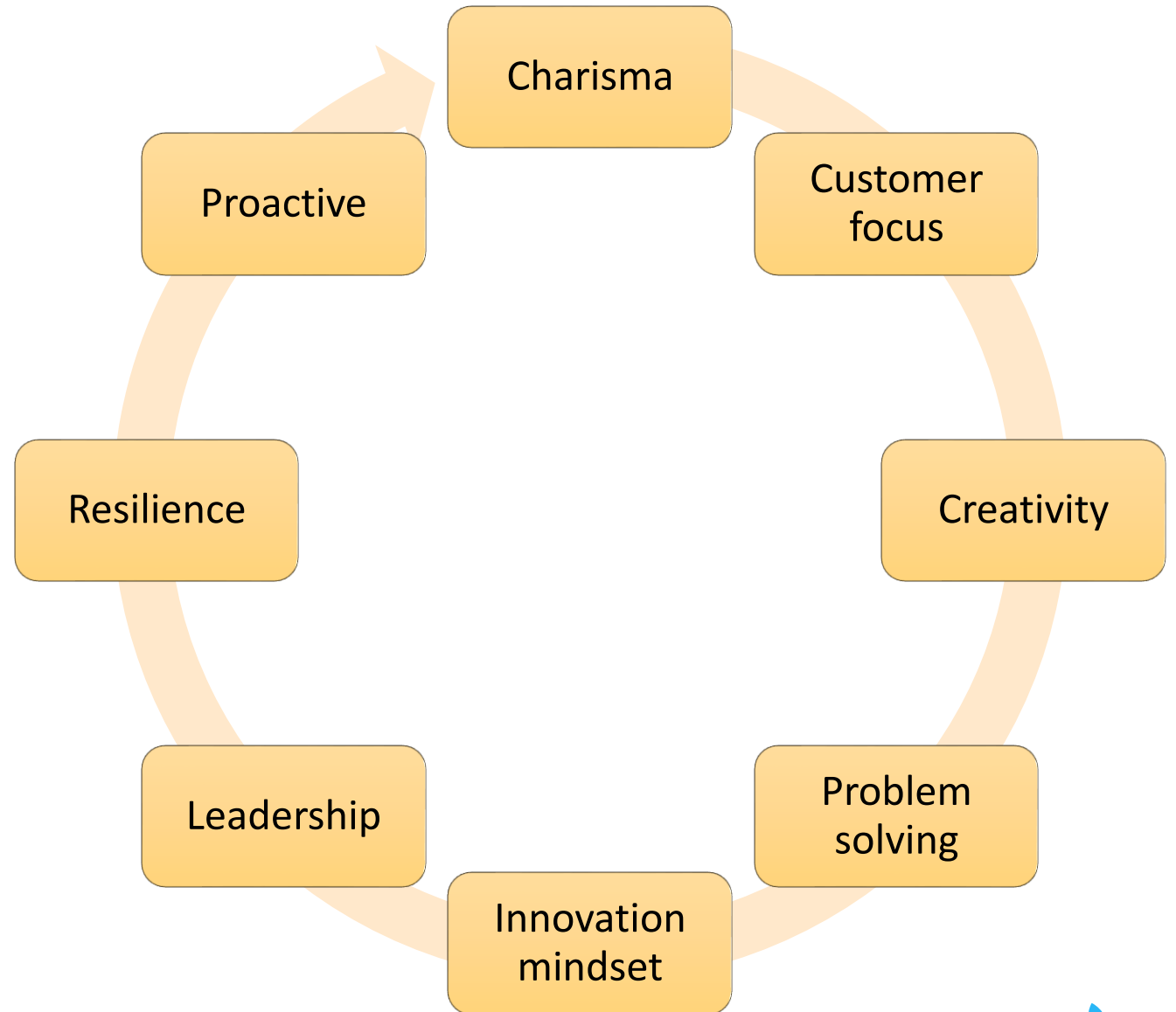What might be the competencies for a specific firm?

Google

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PERFORMANCE APPRAISAL PLAN

JOB	REQUIRED COMPETENCIES	ANNUAL GOALS (QUANTITATIVE AND QUALITATIVE)	PERFORMANCE APPRAISAL (WHAT METHODS?)	APPLICATION OF OUTCOMES (WHERE TO APPLY RESULTS?)
SOFTWARE ENGINEER	Communication skills, Experimentation skills, Work load management	100% filled tasks and projects, annual updates	C++, Java, JavaScript, PHP, Python	Annually in a meeting held by the CEO, results are applied by presentations
HARDWARE ENGINEER	Constructive criticism, reflection and transition between ladders of reflection	New design for devices, new device abilities and improvement	Planned schematics, engineering tools, machinery	Create the new device and test it near the CEO or the manager
WEB DESIGNER	Wealth creation skills, problem solving skills, creative imagination	New web features, seasonally web design etc...	HTML & CSS	By launching the new webpage design

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Where do competencies come from?

- Most companies will already have a pre-defined set of competencies, or "values".

- However, some companies do not have it set in stone, and it is usually down to the judgement of HR.

- Seedlink can provide a list of suitable competencies for their consideration if needed.

- Through our model analysis, we are also able to draw conclusions on which competencies we believe are most important for superior performance.
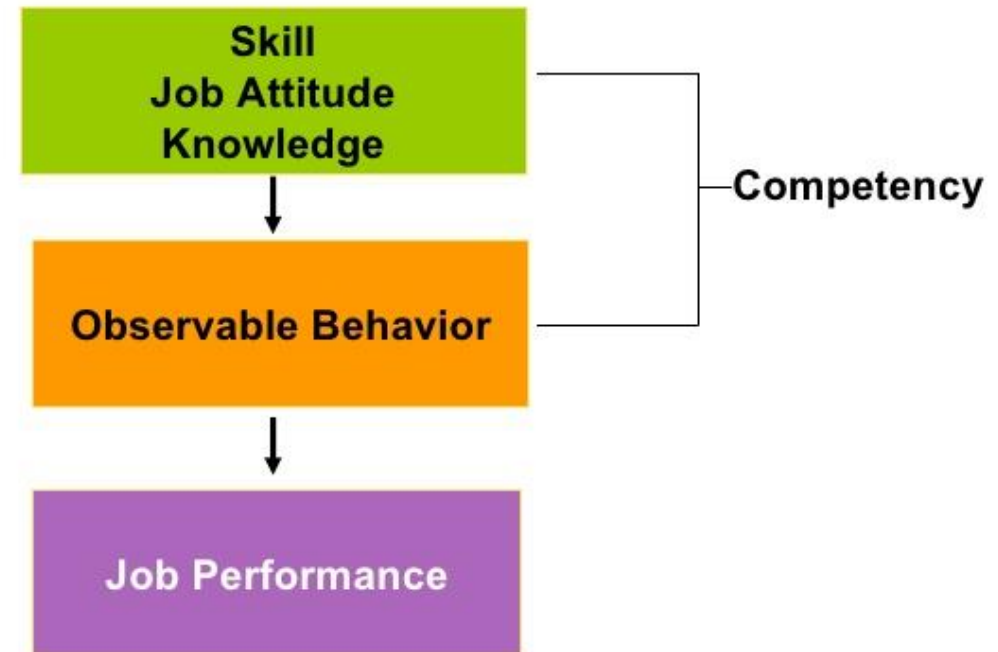
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Competencies-Examples

Charisma

Customer focus

Creativity

Problem solving

Innovation mindset

Leadership

Resilience

Proactive

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What is needed to define a competency?

Definition of Competency

Skill
Job Attitude
Knowledge

↓

Observable Behavior

↓

Job Performance

Competency

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Interview Questions

- In order to draw out, or "measure" how individuals perform in these competencies, we must make sure we ask the right questions

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Interview Questions

We should always encourage more "behavioural" focused questions, as the open questions in the model and for candidates must be the same.

If questions are too "specific", company employees may use a lot of company specific language which will disadvantage external candidates

We focus on soft skills, analyzing human behaviours, so lets work on "behavioural" questions which certifications and CVs cannot draw out!

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"Tell me about a time when you had to make a decision quickly with no information."

"What have you done to demonstrate leadership in your personal experience so far?"

"What do you deeply care about? What have you done to demonstrate it? This could either be at work or outside work."

"Describe a time when you were very effective in getting your point across and convinced others to change their position. What method did you use?"

_____

Questions- examples

"Attitude is what today's companies are hiring for. And not just any attitude; *companies want attitudes that perfectly match their unique culture*. Google and Apple are both great companies, but their cultures are as different as night and day." – Mark Murphy & Forbes, 2012

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