

COMPETENCIES FREQUENTLY IDENTIFIED IN SUPERIOR PERFORMERS

<i>Competency</i>	<i>Generic Definition</i>	<i>Dimensions for Rating</i>	<i>Potential Competency Links</i>
<i>Achievement and Action Cluster</i>			
Achievement orientation	measures performance and concern with working well against standards of excellence (standard may be individual's past performance, objective measures, other's performance, or challenging goals requiring innovation), sets challenging goals, improves outcomes, uses time efficiently	<ul style="list-style-type: none"> • intensity/completeness of action • impact • degree of innovation 	<ul style="list-style-type: none"> • initiative • information seeking • flexibility • analytical thinking • conceptual thinking
Concern for order, quality and accuracy	drive to reduce/manage uncertainty in the surrounding environment, seeks clarity of roles/information, checks quality of work/information, keeps records	<ul style="list-style-type: none"> • complexity of behavior required to maintain order 	<ul style="list-style-type: none"> • achievement orientation • analytical thinking • directiveness
Initiative	doing more than is required/expected in a job, identifying and acting upon new opportunities to enhance results/minimize problems without needing to be asked, persisting in problem solving efforts, seizing opportunities, handling crises swiftly and effectively	<ul style="list-style-type: none"> • time-span (immediate vs. future impact) • self-motivation/discretionary effort 	<ul style="list-style-type: none"> • achievement orientation • impact and influence • relationship building • technical expertise • customer service orientation • developing others • team leadership
Information seeking	underlying curiosity that implies not limiting oneself to routine questions/information, desire to know more about things/people/issues, enhances problem definition/diagnosis, consults many sources	<ul style="list-style-type: none"> • effort involved in seeking additional information 	<ul style="list-style-type: none"> • initiative • conceptual thinking • analytical thinking • interpersonal understanding • technical expertise • customer service orientation

COMPETENCIES FREQUENTLY IDENTIFIED IN SUPERIOR PERFORMERS (*continued*)

<i>Competency</i>	<i>Generic Definition</i>	<i>Dimensions for Rating</i>	<i>Potential Competency Links</i>
<i>Helping and Human Service Cluster</i>			
Interpersonal understanding	desire/ability to understand others' attitudes/ interests/needs/ feelings/nonverbal behavior, incorporating empathy, listening skills, and diagnostic understanding, understanding strengths/ limitations of others	<ul style="list-style-type: none"> • depth of understanding of others • listening/responding others 	<ul style="list-style-type: none"> • information seeking • impact and influence • customer service orientation • developing others • organizational awareness • teamwork and cooperation • relationship building
Customer service orientation	focus on understanding and meeting customers' needs, makes extra effort to meet customer needs, follows up on customer complaints/questions/requests	<ul style="list-style-type: none"> • intensity of motive/ completeness of action • initiative/discretionary effort expended to meet customers' needs 	<ul style="list-style-type: none"> • information seeking • initiative • interpersonal understanding • relationship building • technical expertise
<i>Impact and Influence Cluster</i>			
Impact and influence	intention to persuade, convince, influence or impress others to get support for a specific agenda, may be characterized as strategic influence, impression management, targeted persuasion, and collaborative influence, establishes credibility, may use direct persuasion/facts/figures, addresses customers' issues/concerns	<ul style="list-style-type: none"> • complexity of actions taken to influence others • breadth of impact 	<ul style="list-style-type: none"> • interpersonal understanding • organizational awareness • analytical thinking • conceptual thinking • initiative • relationship building
Organizational awareness	ability to understand power and decision makers within own organization and/or in other arenas impacting the organization, awareness of decision makers and who can influence them, ability to predict how events may impact the organization or its position	<ul style="list-style-type: none"> • depth of understanding of the organization • size of the organization 	<ul style="list-style-type: none"> • information seeking • relationship building • impact and influence • team leadership • teamwork and cooperation
Relationship building	building/maintaining friendly relationships/networks with people who are or might be useful in achieving work-related goals	<ul style="list-style-type: none"> • closeness of contacts and relationships • extent of network of relationships 	<ul style="list-style-type: none"> • interpersonal understanding • impact and influence • initiative • customer service orientation

COMPETENCIES FREQUENTLY IDENTIFIED IN SUPERIOR PERFORMERS (*continued*)

<i>Competency</i>	<i>Generic Definition</i>	<i>Dimensions for Rating</i>	<i>Potential Competency Links</i>
<i>Managerial Cluster</i>			
Developing others	interest in teaching or fostering the development of others, innovative teaching methods, flexible response to individual needs, belief in individuals' potential, giving constructive feedback and reassurance after problems	<ul style="list-style-type: none"> • intensity/completeness of action • number/rank of people supported 	<ul style="list-style-type: none"> • interpersonal understanding • conceptual thinking • innovation
Directiveness, assertiveness, use of positional power	intent to persuade others to follow ones wishes, decisiveness, taking charge, sets limits, says no when necessary, confronts problem behavior, sets standards, demands performance	<ul style="list-style-type: none"> • intensity of directiveness • number/rank of people directed 	<ul style="list-style-type: none"> • achievement orientation • initiative
Teamwork/cooperation	genuine interest in working cooperatively with others and being part of a formal/informal team, solicits input, credits others, may require group management/group facilitation/conflict resolution skills and/or motivating others	<ul style="list-style-type: none"> • intensity of effort • size of team involved • amount of effort/initiative required 	<ul style="list-style-type: none"> • interpersonal understanding • impact and influence • self-confidence
Team leadership	providing leadership for a team, may require vision development/promotion and group management/motivation	<ul style="list-style-type: none"> • intensity/strength of leadership provided • size of the team • amount of effort/initiative required 	<ul style="list-style-type: none"> • impact and influence • achievement orientation • relationship building • impact and influence
<i>Cognitive Cluster</i>			
Analytical thinking	understanding a situation by breaking it into parts, studying a problem in a systematic way, identifying causal relationships, anticipating obstacles, considering several explanations/plans, making logical conclusions	<ul style="list-style-type: none"> • complexity of analysis • size of the problem 	<ul style="list-style-type: none"> • information seeking • impact and influence • customer service orientation • technical expertise • achievement orientation
Conceptual thinking	understanding a problem/issue by putting individual pieces together, identifying patterns/connections between unrelated situations, using creative/conceptual/inductive reasoning to apply to existing/novel concepts, simplifies difficult material	<ul style="list-style-type: none"> • complexity/originality of thinking processes • size of the problems 	<ul style="list-style-type: none"> • information seeking • impact and influence • customer service orientation • technical expertise • achievement orientation

COMPETENCIES FREQUENTLY IDENTIFIED IN SUPERIOR PERFORMERS (*continued*)

<i>Competency</i>	<i>Generic Definition</i>	<i>Dimensions for Rating</i>	<i>Potential Competency Links</i>
<i>Cognitive Cluster Continued</i>			
Technical, professional, managerial expertise	mastery of a body of job-related knowledge and motivation to expand, use and share work-related knowledge with others	<ul style="list-style-type: none"> • depth of knowledge • breadth of knowledge • acquisition/maintenance of expertise • sharing of expertise 	<ul style="list-style-type: none"> • information seeking • analytical thinking • achievement orientation • impact and influence • analytical thinking • conceptual thinking
<i>Personal Effectiveness Cluster</i>			
Self-control	ability to keep emotions under control and restrain from negative actions, avoids inappropriate involvement with clients/customers	<ul style="list-style-type: none"> • intensity 	<ul style="list-style-type: none"> • directiveness • impact and influence • teamwork
Self-confidence	belief in ability to accomplish a task, independence and willingness to take responsibility, seeks challenges, optimistic style, questioning/challenging superiors	<ul style="list-style-type: none"> • intensity or amount of challenge/risk involved • ability to deal with failure 	<ul style="list-style-type: none"> • generally supports most competencies
Flexibility	ability to adapt to/work effectively in a variety of situations/groups, ability to objectively evaluate situations and understand variety of viewpoints	<ul style="list-style-type: none"> • breadth of change • speed of action 	<ul style="list-style-type: none"> • interpersonal understanding • customer service orientation • impact and influence
Organizational commitment	ability/willingness to align behavior with the needs, priorities, and goals of the organization, possibly requiring putting organizational mission before personal priorities/preferences	<ul style="list-style-type: none"> • intensity of commitment/sacrifices made 	<ul style="list-style-type: none"> • conceptual thinking • flexibility • self-confidence

COMPETENCIES FOUND IN SUPERIOR PERFORMERS IN BROAD JOB CATEGORIES¹

Technical/ Professional	Salespeople	Helping/ Human Service	Managers
<i>Competency (weight)^a</i>	<i>Competency (weight)^a</i>	<i>Competency (weight)^a</i>	<i>Competency (weight)^a</i>
Achievement orientation (6)	Impact and influence (10)	Impact and Influence (5)	Impact and influence (6)
Impact and influence (5)	Achievement orientation (5)	Developing others (5)	Achievement orientation (6)
Conceptual thinking (4)	Initiative (5)	Interpersonal understanding (4)	Teamwork/cooperation (4)
Analytical thinking (4)	Interpersonal understanding (3)	Self-confidence (3)	Analytical thinking (4)
Initiative (4)	Customer service orientation (3)	Self-control (3)	Initiative (4)
Self-confidence (3)	Self-confidence (3)	Personal effectiveness (3)	Developing others (3)
Interpersonal understanding (3)	Relationship building (2)	Professional expertise (3)	Self-confidence (2)
Concern for order (2)	Analytical thinking (2)	Customer service orientation (3)	Directiveness/assertiveness (2)
Information seeking (2)	Conceptual thinking (2)	Teamwork/cooperation (3)	Information seeking (2)
Teamwork/cooperation (2)	Information seeking (2)	Analytical thinking (3)	Team leadership (2)
Expertise (2)	Organizational awareness (2)	Conceptual thinking (2)	Conceptual thinking (2)
Customer service orientation (1)	Technical expertise (base)	Initiative (2)	Organizational awareness (base)
		Flexibility (2)	Relationship building (base)
		Directiveness/assertiveness (2)	Expertise (base)

Technical/professional category focuses on individual contributors whose work involves use of technical knowledge, and problems relate to machines, numbers or physical processes (e.g. software developers, engineers, applied research scientists). Helping/human service workers deal with interventions that help people (e.g. nurses, physicians, teachers, organizational effectiveness consultants).

^a Weight refers to the relative frequency with which competencies were observed to distinguish superior from average performers.