

List of competencies
with definitions



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Competencies and definitions

Competencies	Definitions
Personal Skills	
Humility	The propensity to use modesty when presenting one's successes shown by using examples and facts rather than boastful descriptions of one's accomplishments. The ability to recognize others' contributions and take credit only for what one has done. The ability to identify, acknowledge, and take responsibility for one's mistakes.
Adaptability	The ability to react positively to change and to remain productive in a changing environment. The capacity to change one's actions, approach, or decisions based on new information or a new situation.
Determination	The propensity to persevere in the attainment of goals despite obstacles or difficulties.
Stress management	The ability to recognize one's stress and to manage it effectively. Can remain productive and positive even in high-demand situations where deadlines are tight, and workload is heavy.
Propensity to action	Demonstrates a high and constant level of activity. Show enthusiasm and deploys high energy levels over long periods.
Managing emotions	The ability to recognize and exercise control over one's emotions.
Continuous learning	Demonstrates an interest to develop one's skills when the opportunity arises. Develops competencies associated with one's position.
Attention to detail	The ability to complete a task while overseeing every aspect of the task. Being thorough on all aspects of a task or project and paying attention even to minor elements.
Need for accomplishment	Is invested in his or her work and career and sets high standard for himself/herself. Aims for a high level of performance.
Tolerance for ambiguity	The ability to be comfortable in a work environment that lacks structure and clarity. Ability to deal with uncertainty or to act without having all the necessary information.
Integrity	Propensity to be honest, to act in concordance with ethical and moral principles. One's actions are in-line with his/her discourse.
Risk-taking	Propensity to take chances, to be comfortable in unpredictable situations, and to take personal or professional risks. Is open to trying new things.
Courage	The ability to address difficult tasks, problems, situations, and conversations directly. The ability to face controversy and resistance.
Accountability	Takes responsibility for his or her actions and decisions and is answerable for the outcomes.

Work-related skills	
Innovation	Generates new ideas, new procedures, and new solutions in the workplace. Challenges status quo. Shows the ability to offer novel approaches when dealing with problems and opportunities.
Autonomy	The ability to work effectively and independently with only a minimum of support or supervision. Can initiate projects on his or her own and complete an assignment using one's own personal resources.
Political skills	The ability to understand the political dimensions of one's work environment and to adjust one's actions and decisions accordingly in order to increase their impact.
Responsibility	Reliable, respects work engagements, assumes responsibility for his/her results.
Planning	Plans activities in order to achieve results. Plans necessary resources in order to achieve an action plan. Can anticipate situations and obstacles, and set goals.
Prioritizing	Manages hi/her time effectively in order to respect deadlines. Know how to distribute efforts according to what is most important.
Analytical skills	Establishes relationships between different elements of complex situations and draws relevant conclusions.
Goal-oriented	Sets goals to drive high results. Manages and improves personal and team performance. Puts pressure on oneself and others to attain objectives.
Quality-driven	Improves the quality of work, adopts work methods that lead to quality results.
Oral communication	Adapts language to the audience. Communicates messages in an effective manner. Uses appropriate non-verbal language to increase the effectiveness of the message.
Written communication	Write in a clear and precise manner in order for the readers to fully understand the scope of the text.
Customer service	Listens to clients' preoccupations and answers clients' needs to ensure that they are satisfied. Maintains good relationships with clients.
Sales skills	Establishes a good relationship with the client. Is able to identify the clients' needs, present an offer and conclude a sale.
Networking	Ability to build relationships and maintain social and work-related contacts.
Interpersonal skills	
Influence	Is able to obtain other's adhesion to his/her ideas.
Listening	Listens to the entire message before reacting. Pays attention and validates his/her understanding of what others are saying.

Kindness	Takes into account others' personal situation, shows an interest in others' well-being beyond work. Listens to others' needs and encourages and participates in formal and informal discussions.
Empathy	Is able to understand other's emotions and to take them into account when interacting with others. Is able to see things from the other person's perspective and adjusts his/her behaviors and decisions to the other's reality.
Team spirit	Collaborates with others and encourages collaboration, support and sharing information. Works on common team goals, not just on individual goals.
Emotional intelligence	Is able to understand and manager his/her own emotions in a positive way. Is able to perceive and process emotions in others, process them, relate to them, and adapt communication, behaviors and decisions accordingly.
Tact and diplomacy	Is able to understand the implicit and explicit components of an environment and situation and adapt his/her communication and interventions with dexterity, using subtlety when needed.
Charisma	Is able to attract and gain the confidence of others. Creates enthousiasm for his/her ideas with personal charm and magnetism.
Conflict management	Manages tensions between self an others in a positive way for both parties. Know how to identify problems, takes the time to listen to and understand all parties involved in the conflict and acts promptly to resolve the conflict while using a collaborative and cooperative approach that leads to win-win results.
Sociability	Actively seeks to develop interpersonal contacts and relationships. Enjoys engaging in social activities.
Presence	Projects an image of confidence and competence using postures, gestures and communication behaviors that are imposing and have a tendency to impress others.

Management Skills	
Quality decision making	Takes the time to consider multiple solutions, analyzes their value and possible consequences on others and on the organization and selects the most adequate solution.
Quick decision making	Is able to make decisions in a timely fashion even when he/she does not have access to all of the information or within a context of uncertainty.
Coaching	Supports, favors and actively participates in developing other's skills by encouraging them to participate in training, encouraging them to try new tasks that will help develop their skills, and giving them frequent feedback.
Motivating others	Increases intrinsic motivation in others by attributing tasks that are aligned with others' needs, interests and strengths. Puts mechanisms in place to make the workplace more pleasurable and takes into consideration employees' needs for autonomy, competence, and relatedness when making decisions.
Change management	Manages change effectively by communicating the change effectively (Why, when and how of the change), encouraging employee participation, listening to employees' ideas and preoccupations regarding the change, supporting employees and facilitating the achievement of objectives.
Mobilizing teams	Is able to encourage employees to work towards attaining organizational goals and realizing the company's vision.
Regulation and follow-up	Supervises and monitors employees' work and puts structures in place to assess work progress.
Delegation	Is able to give other responsibilities or the authority to carry out projects or tasks.
Support	Gives assistance to others who need it.
Team management	Surrounds himself/herself with competent individuals. Encourages employee participation and is able to listen and be open to others' opinions. Facilitates the achievements of objectives.
Accountability	Accepts responsibility for his/her actions and decisions.
Building trust	Favors transparent and open communication, shares information with honesty without manipulation. Is open to receiving feedback and has the ability to self-reflect, to use self- and other-criticism to change/improve behaviors.