



Profile: **Match2**

Competency Descriptions

GOAL SEEKING

Delegating

Delegation is a key aspect of talent management, defining the working relationships that distribute responsibilities throughout the organisation. Effective delegation requires that tasks are dealt with by the most suitable individuals available. This may mean letting go of cherished responsibilities and appreciating the capabilities of others and their need to be set appropriate challenges. At an organisational level, this competency recognises that success requires effective talent management and clarity about who is responsible to whom and for what.

Independence

This competency requires someone to be autonomous, forthright in expressing their views, and unafraid to make decisions even if they are potentially unpopular, in a way that takes into consideration the sensitivities of others and that is not overly confrontational.

Managing Change

Being able to take responsibility for doing whatever is necessary to ensure that change is successfully implemented, with objectives achieved on time and within budget. Such people should be achievement orientated, organised, comfortable challenging procedures, have appropriate people skills and be committed to the values and objectives of the organisation.

Persuasive Communication

This competency is concerned with the ability to express oneself well, to influence others and to negotiate effectively. Such people should be articulate and express ideas with clarity as well as having the insight to appreciate the likely impact of different presentation styles on others. High scorers on this competency will be determined to persuade and be able to articulate their viewpoint coherently and convincingly. They will also be attuned to the reactions of an audience and be flexible in adapting to the needs of the moment.

Project Management

This competency is concerned with taking responsibility and doing whatever it takes to achieve project objectives; being driven, energetic and keen to test one's skills. People who fit this profile will be calm, reliable and able to work under pressure. They should achieve a balance between being organised and attentive to detail and being flexible enough to cope with snags and complications. Finally they need to be able to complement their focus on task completion with the interpersonal skills required to get the best from a project team.

Results Orientation

This competency is concerned with performance targets and efficiency and highlights four contributing characteristics. Firstly, the ideal candidates should be task oriented and single minded in their focus on getting the job done. Secondly, they should be independently minded and able to make unpopular decisions when necessary. Thirdly, they need to be assertive, competitive, and persistent in their drive to deliver whatever is required for the business to succeed. And finally, they should be self-confident and have a positive and optimistic 'can do' disposition.

ORGANISATION

Attention to Detail

This competency is concerned with being attentive to detail in the planning and the execution of tasks. Individuals who are a good fit with this competency take great care with tasks and have a respect for craftsmanship, for doing things properly and for complying with policies and procedures. They have a single-minded focus on the task in hand and would be quick to spot errors and inconsistencies. Their high standards are rooted in a desire for order and for perfection, and a deep concern to avoid error.



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Commitment

This competency is concerned with the readiness to identify with the objectives and values of an organisation, to be an energetic and ambitious employee who works to high standards and does things 'by the book'. High ratings distinguish those looking for deeper involvement in their job than those who view it as a simple 'work for hire' arrangement. Such people like to feel that they belong and are ready to make a commitment. Implicit in this will be an expectation that, in their turn, they will be valued and respected by the employing organisation.

Information Management

This competency concerns a respect for knowledge and being disposed to research issues; discovering the available facts before making decisions. Such people are organised and take pleasure in learning and value education for its own sake. They should readily assimilate and organise information and be disposed to keep up-to-date with their areas of expertise. They will typically make effective use of knowledge from a wide range of information sources on a day-to-day basis. Such people will be achievement oriented and purposeful in applying knowledge to work situations.

Planning and Organising

This competency is concerned with the ability to take the objectives of the organisation and its overall strategies, and to devise and implement the processes by which these can be realised. High ratings for this competency will reflect high standards and recognition of the need for procedures, careful planning and co-ordination. Those who meet the criteria for this competency will seem organised, thorough and conscientious and mindful of the details of projects and plans.

INTERPERSONAL

Communication Skills

This competency is concerned with the ability to engage with others, to appreciate the needs of different audiences, to hold their attention and to interest them. High scorers will communicate purposefully, having the confidence to address groups and to make presentations. They should also have the ease and informality appropriate to networking and social situations. Being able to engage with others and to communicate ideas, they should relish the opportunity to be the centre of attention and will enjoy the performance aspect of any role.

Customer Focus

This competency is concerned with the capacity to deal with customers in an engaging, professional and courteous way. High ratings suggest individuals who are warm, friendly and averse to confrontation or tension. Such people should be approachable, attentive and sufficiently sociable to enjoy the person-to-person aspects of their role, but not so gregarious that they lose sight of their objectives and responsibilities. They also need to be compliant enough to recognise their role as a representative of the organisation and its values.

Developing Others

This competency requires an appreciation for knowledge and skills and of the 'win-win' benefits of talent development to the individual and to the organisation. High scorers will be sufficiently self-assured to inspire confidence in others. They should be prepared to devote time and energy to the growth of their protégés, have the tact and sensitivity to deal with development needs, and have the optimism to expect positive outcomes. Preparation and scheduling of experiences required to achieve development goals is also an aspect of this competency.

Interpersonal Skills

This competency is concerned with the chemistry of interpersonal relationships and an awareness of the way that one comes across to others. It involves interpersonal sensitivity and the ability to appreciate another person's motivational and emotional needs. Whether as a leader, a colleague or a subordinate, high scorers on this competency are likely to develop effective working relationships with others both within and beyond their own area of responsibility. They will also be

concerned to maintain harmonious relationships and to defuse conflict.

People Management

This competency concerns the ability to manage others in an effective and motivating way. Such people are seen as having integrity and being fair-minded and consistent in their dealings with others. Their effectiveness depends on striking a balance between being task focused and being sufficiently people oriented to be aware of issues and sensitivities. They need to draw the line between formality and informality of approach so that they can deal with issues of performance and discipline, but still enlist the support required to get the job done.

Team Orientation

In effective team dynamics, interpersonal skills are paramount; getting along with others and enjoying collaboration. Effective team players should be receptive, tolerant and willing to share. In terms of emotionality, people who readily overcome setbacks, change direction easily and do not easily take offence will be net contributors to team resilience, rather than net beneficiaries. Team players also need the self-belief to make their case and to support their point of view, but not to be so competitive that they fail to appreciate other approaches.

ENTERPRISE

Leadership Potential

Many different characteristics have been associated with iconic and illustrious leaders and the debate about which of these are essential for leadership success continues. In this assessment we have focused on core qualities about which there is general agreement and that support leadership behaviour at any level within an organisation; effectiveness under pressure, determination to succeed, creating a vision, inspiring others and offering leadership in an effective and motivating way.

Motivation

Motivated people are self-starters who have the drive and aspiration to make the most of any opportunities to showcase their talents. Being results orientated, they willingly accept personal responsibility, and are determined to see things through to a successful conclusion. Their positive, optimistic, can-do attitude combined with their energy and enthusiasm helps to get projects started and goals achieved. These people will readily take the initiative and be motivated to succeed not just for themselves but for the team and for the organisation as a whole.

Resilience

This competency is concerned with coping with stress and remaining calm under pressure. High scorers will be confident and sure of themselves, without seeming arrogant. They will be neither moody nor inclined to take things personally and will discuss contrary views without taking offence. Such people are calm, self-confident and optimistic and have the personal autonomy to deal with issues (including criticism, conflict or abuse) without over reacting. Such people are appreciated for their stability and their consistency of mood.

Risk Taking

This competency is concerned with having a propensity for risk taking. High scores are associated with calm, confident inquisitiveness and optimistic enthusiasm rather than anxious, pessimistic self-doubt. Such people should be spontaneous, excitement seeking and willing to challenge convention. They focus more on opportunity than on the potential down side of any events or decisions.

Self Confidence

This competency concerns being sure of oneself and having few doubts about one's abilities, one's viewpoint or one's entitlement to make a contribution. Such people are typically optimistic and up beat in their outlook. They should be composed and self-assured, readily express their ideas and opinions and do so in a manner that will inspire confidence in others. They are likely to be calm, unselfconscious and assertive, without being overbearing, and generally ready to take on responsibilities.



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STRATEGY

Analytic

Concerned with having a systematic and considered problem solving style, this competency requires a calm, logical approach to organisational issues. Such people will be wary of superficial conclusions and will want to base decisions on a thorough examination of all relevant information. High scorers will critically evaluate information from various sources and question the efficacy of different proposals or solutions. They will have an inquisitive and analytical approach, a big picture orientation and a preference for working from a sound knowledge base.

Creative

This competency is concerned with being curious and having lots of ideas - being a resourceful problem solver. It relies on an ability to make unusual, or even improbable, associations and to apply these to the conception of alternative strategies and solutions. Such people are divergent thinkers who allow their line of thought to move into previously unconsidered areas. While convergent strategies zoom in to a single best solution, divergent strategies zoom out to open things up and to bring in new perspectives and new material.

Decision Making

This competency is concerned with achieving an effective balance between cautious indecisiveness and inappropriate risk taking. High scorers will seek to ensure that they are adequately informed rather than taking unnecessary risks. However, effective decision makers need to be confident in their own abilities and able to make decisions in the face of uncertainty and unresolved questions when necessary. They need to know when deliberation has to be replaced by action. They also need the vision and big picture perspective to see the issues in their wider context.

Flexibility

This competency is concerned with having the capacity to cope with the unexpected. Candidates receiving a high rating are likely to appreciate when established or traditional approaches no longer work and may be due for review. Such people will recognise the need for re-organisation, whether they are a proponent or are on the receiving end of change. They welcome the views of others and are receptive to learning and to new ideas from a wide range of sources. They have the ability to adapt and welcome variety in their work.

Problem Solving

This competency is concerned with delivering effective solutions and having a good practical understanding of issues. High scorers will be imaginative and open to a wide range of ideas and influences and will consider both traditional and innovative options before committing to a solution. They should also be driven and concerned to quickly and successfully resolve any problems for which they have taken responsibility. Finally, high scorers should also have the confidence and self-belief to implement their ideas or put them forward for others to do so.

Strategic Awareness

This competency is concerned with the capacity to step back from events, to make an objective appraisal and to put this larger perspective to strategic advantage. This broader perspective may take in the wider industry, global trends or future developments. High ratings on this competency also suggest an ability to appreciate an organisation's strategic advantages and disadvantages as well as the factors to be negotiated in meeting and achieving objectives. Such people will have a preference for evidence over opinion and will appreciate the wider implications of their decisions, both within and beyond the organisation.