

COMPETENCES

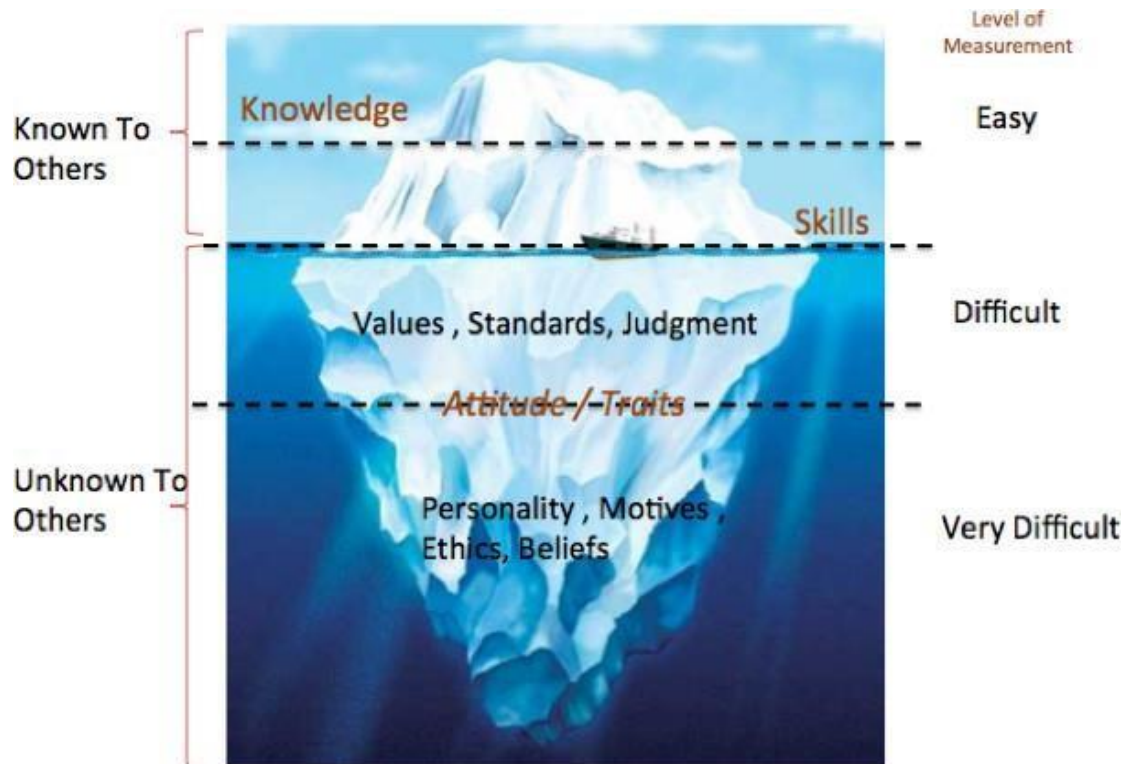
Content

1. Competences	2
1.1. Competence Iceberg	2
1.2 Competency Model	3
2. How to make an inventory of your skills	4
Matrix competence-aspects/development	5

1. Competences

Competences are a combination of skills, knowledge, values, personality and motives which are expressed in visible behavior.

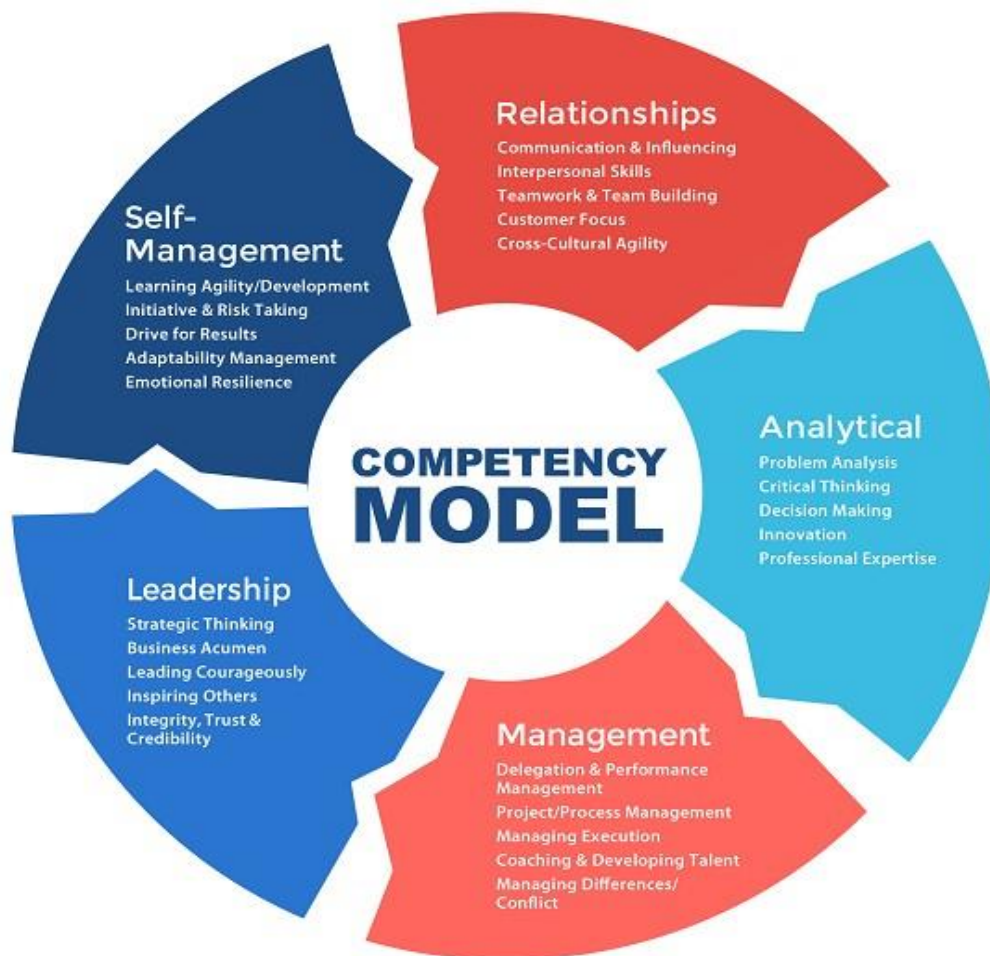
1.1. Competence "Iceberg"



Competences are:

- Domain specific (of use in a specific job, branch or situation)
- Transferable (of use in different jobs)

1.2. Competency model



(Picture: 'Competency Model' of Matt H. Evans, source <https://exinfm.com>)

A competency model is a framework for organizing a collection of observable skills, behaviors, and attitudes that impact the quality of work that people do. It describes what people need to know and be able to do in order to execute on their responsibilities effectively. Above is just an example of a Competency model. Companies often use their own model that fits their organization.

Competences cover:

- **Knowledge**—Gained through formal education, professional certifications, training, and learned information used for the job.
- **Skills**—Proficiency acquired through previous work experience and practice.
- **Abilities**—A demonstrated capacity to acquire skill and/or knowledge that improves performance.
- **Work Styles**—A preferred style of behaving, frequently attributed to one's personality (i.e., Flexibility).
- **Motivation**—Recurrent thoughts and tendencies that drive behavior (i.e., Achievement Drive).

2. How to make an inventory of your skills

Especially when you are in an application procedure, you will be sure about your skills.

How do you learn more about your skills?

- Ask people for feedback in a specific situation
- Use a 360 degree feedback (internet) by asking people to fill in a digital questionnaire
- DIFI (digital feedback instrument) (see VU Intranet)
- Ask your family and close friends what they think your skills are
- Use questionnaires as MBTI and OPQ for self-reflection (see internet)
- Read the competence profile of your current job
- Read books about competence development

Matrix competence-aspects/development*The higher in de matrix, the better visible and developable*

Competence aspect	Development off the job	Development on the job
Knowledge Question: do you have the required knowledge?	Study / self-study, education , training, courses, seminars, conferences, supervision, research.	Intervision, internship / trainee, mentoring, asking for feedback, task allocation, job rotation / job enrichment / extra tasks, team formation with learning / feedback command, performance and assessment interviews.
Skills Question: can you do it?	Training, role play (with feedback and exercise) , practice simulation , workshops.	Traineeship, role play (with feedback and practice), job rotation / job enrichment / extra tasks, team formation with learning / feedback command.
Beliefs / attitudes / values / norms Question: What do you think of....?	Discussion groups, argumenting, exchanging opinions, coaching, RET, timeout, sabbatical.	Conversations in various forms: discussion groups, argumenting, exchanging opinions, intervention, coaching, RET, traineeship, performance appraisals.
Motivation, ambition, dedication, commitment Question: do you want it, does it give you energy?	Job coaching to investigate the match between the person and the circumstances.	Depending on the match between personal needs / values / beliefs and work purpose , content, - relationships , working conditions, organizational culture / atmosphere / team , organizational values , management style.
Personality, qualities, temperament Question: does it fit with your personality?	Personal qualities are hard and only slowly to develop, mainly on the job . One can do an external talent-scan to become more aware .	Working on challenges / improvement is often the objective. Teambuilding with learning / feedback assignments.
Intelligence ?	Not developable?	Not developable?