

pe	Good Individual Contributors show Performance in this
w	Most likely weaknesses
fp	Contributors who are really good in this competencies are a
de	Develop Early before Promotion

Id.	Competency	Description	Developmental Difficulty Level	Individual Contributor	Manager	Executive
C0001	Action Oriented Nimmt die Sachen in die Hand	Enjoys working hard. Is action oriented and full of energy for the things he/she sees as challenging. Not fearful of acting with a minimum of planning. Seizes more opportunities than others.	Easiest	p	fp	
C0002	Dealing with Ambiguity Mit uneindeutigen Informationen umgehen	Not comfortable with change or uncertainty. May not do well on fuzzy problems with no clear solution or outcome. May prefer more data than others and structure over spontaneity. Tackles things in a laid-back and sure. Less efficient and productive under ambiguity. Too quick to close. May have a strong need to finish everything. May like to do things the same way after time. Select one to three of the competencies below to use as a substitute for this competency if you decide not to work on it directly.	Harder		w/de	w
C0003	Approachability Zugänglich sein	Is easy to approach and talk to. Spends the extra effort to put others at ease. Can be warm, pleasant, and gracious. Is sensitive to and patient with the interpersonal anxieties of others. Builds rapport well. Is a good listener. Is an early knower, getting informal and incomplete information in time to do something about it.	Moderate			
C0004	Boss Relationship Beziehung zum Vorgesetzten	Responds and relates well to bosses. Would work harder for a good boss. Is open to learning from bosses who are good coaches and who provide latitude. Likes to learn from those who have been there before. Easy to challenge and develop. Is comfortably coachable.	Moderate		fp	fp
C0005	Business Acumen Geschäftssinn	Knows how businesses work. Knowledgeable in current and possible future policies, practices, trends, technology, and information affecting his/her business and organization. Knows the competition. Is aware of how strategies and tactics work in the marketplace.	Moderate			p
C0006	Career Ambition Karriere ambitionen	Knows what he/she wants from a career and actively works on it. Is career knowledgeable. Makes things happen for self. Markets self for opportunities. Doesn't wait for others to open doors.	Moderate			
C0007	Caring about direct Reports Auf seine Mitarbeiter achten	Is interested in the work and non-work lives of direct reports. Asks about their plans, problems, and desires. Knows about their concerns and questions. Is available for listening to personal problems. Monitors workloads and appreciates extra effort.	Moderate			
C0008	Comfort Around Higher Management Gut mit höherem Management umgehen können	Can deal comfortably with more senior managers Can present to more senior managers without undue tension and nervousness. Understands how senior managers think and work. Can determine the best way to get things done with them by talking their language and responding to their needs. Can craft approaches likely to be seen as appropriate and positive.	Moderate		p	fp
C0009	Command Skills Anordnungen geben können	Relishes leading. Takes unpopular stances if necessary. Encourages direct and tough debate but isn't afraid to end it and move on. Is looked to for direction in a crisis. Faces adversity head on. Energized by tough challenges.	Moderate	de	w	p
C0010	Compassion Mitgefühl	Genuinely cares about people. Is concerned about their work and non-work problems. Is available and ready to help. Is sympathetic to the plight of others not as fortunate. Demonstrates real empathy with the joys and pains of others.	Harder			
C0011	Composure Gelassenheit	Is cool under pressure. Does not become defensive or irritated when times are tough. Is considered mature. Can be counted on to hold things together during tough times. Can handle stress. Is not knocked off balance by the unexpected. Doesn't show frustration when resisted or blocked. Is a settling influence in a crisis.	Harder			
C0012	Conflict Management Umgang mit Konflikten	Is good at resolving, managing the dispute, and settling. Reads situations quickly. Good at focused listening. Can hammer out tough agreements and settle disputes quickly. Can find common ground and get cooperation with minimum noise.	Hardest	de	w	
C0013	Confronting Direct Reports Mitarbeiter konfrontieren	Deals with problem direct reports firmly and in a timely manner. Doesn't allow problems to fester. Regularly reviews performance and holds timely discussions. Can make negative decisions when all other efforts fail. Deals effectively with troublemakers.	Harder		w	
C0014	Creativity Kreativität	Comes up with a lot of new and unique ideas. Easily makes connections among previously unrelated notions. Tends to be seen as original and value-added in brainstorming settings.	Moderate	de	w/de	w
C0015	Customer Focus Kundenfokussiert	Is dedicated to meeting the expectations and requirements of internal and external customers. Gets first-hand customer information and uses it for improvements in products and services. Acts with customers in mind. Establishes and maintains effective relationships with customers and gains their trust and respect.	Easiest		fp	fp
C0016	Timely Decision Making Entscheidungen zur richtigen Zeit treffen	Makes decisions in a timely manner, sometimes with incomplete information and under tight deadlines and pressure. Able to make a quick decision.	Easiest		p	
C0017	Decision Quality Qualität der Entscheidungen	Makes good decisions (without considering how much time it takes) based upon a mixture of analysis, wisdom, experience, and judgment. Most of his/her solutions and suggestions turn out to be correct and accurate when judged over time. Sought out by others for advice and solutions.	Easier	p	fp	p
C0018	Delegieren	Clearly and comfortably delegates both routine and important tasks and decisions. Broadly shares both responsibility and accountability. Tends to trust people to perform. Lets direct reports and others finish their own work.	Easier			
C0019	Developing Direct Reports and Others Weiterentwickeln von Mitarbeitern	Provides challenging and stretching tasks and assignments. Holds frequent development discussions. Is aware of each person's career goals. Constructs compelling development plans and executes them. Pushes people to accept developmental moves. Will take on those who need help and further development. Cooperates with the developmental system in the organization. Is a people builder.	Harder		w	
C0020	Directing Others Andere anleiten	Is good at establishing clear directions. Sets stretching objectives. Distributes the workload appropriately. Lays out work in a well-planned and organized manner. Maintains two-way dialogue with others on work and results. Brings out the best in people. Is a clear communicator.	Easier		w	
C0021	Managing Diversity Umgang mit unterschiedlichkeit	Manages all kinds and classes of people equitably. Deals effectively with all races, nationalities, cultures, disabilities, ages and both sexes. Hires variety and diversity without regard to class. Supports equal and fair treatment and opportunity for all.	Harder			
C0022	Ethics and Values Ethik und Werte	Adheres to an appropriate (for the setting) and effective set of core values and beliefs during both good and bad times. Acts in line with those values. Rewards the right values and disapproves of others. Practices what he/she preaches.	Moderate			
C0023	Fairness to Direct Reports Fairness gegenüber Mitarbeitern	Treats direct reports equitably. Acts fairly. Has candid discussions. Doesn't have hidden agenda. Doesn't give preferential treatment.	Easier			
C0024	Functionale / Technische Fähigkeiten Funktionale / Technische Fähigkeiten	Has the functional and technical knowledge and skills to do the job at a high level of accomplishment.	Easiest	p	p	fp
C0025	Hiring and Staffing Einstellen und Stellenbesetzung	Has a nose for talent. Hires the best people available from inside or outside. Is not afraid of selecting strong people. Assembles talented staffs.	Moderate		w	
C0026	Humor Humor	Has a positive and constructive sense of humor. Can laugh at him/herself and with others. Is appropriately funny and can use humor to ease tension.	Moderate			
C0027	Informing Benachrichtigen	Provides the information people need to know to do their jobs and to feel good about being a member of the team, unit, and/or the organization. Provides individuals information so that they can make accurate decisions. Is timely with information.	Easiest	p	fp	
C0028	Innovation Management Innovationsmanagement	Is good at bringing the creative ideas of others to market. Has good judgment about which creative ideas and suggestions will work. Has a sense about managing the creative process of others. Can facilitate effective brainstorming. Can project how potential ideas may play out in the marketplace.	Hardest		w/de	w
C0029	Integrity and Trust Integrität und Vertrauen	Is widely trusted. Is seen as a direct, truthful individual. Can present the unvarnished truth in an appropriate and helpful manner. Keeps confidences. Admits mistakes. Doesn't misrepresent him/herself for personal gain.	Easier		p	
C0030	Intellectual Horsepower Geistesstärke	Is bright and intelligent. Deals with concepts and complexity comfortably. Described as intellectually sharp, capable, and agile.	Easier	p	fp	p
C0031	Interpersonal Savvy Zwischenmenschliche Intelligenz	Relates well to all kinds of people—up, down, and sideways, inside and outside the organization. Builds appropriate rapport. Builds constructive and effective relationships. Uses diplomacy and tact. Can diffuse even high-tension situations comfortably.	Harder			
C0032	Learning on the Fly Schnelles lernen	Learns quickly when facing new problems. A relentless and versatile learner. Open to change. Analyzes both successes and failures for clues to improvement. Experiments and will try anything to find solutions. Enjoys the challenge of unfamiliar tasks. Quickly grasps the essence and the underlying structure of anything.	Moderate	p	fp	fp
C0033	Listening Zuhören	Practices attentive and active listening. Has the patience to hear people out. Can accurately restate the opinions of others even when he/she disagrees.	Easier			fp
C0034	Managerial Courage Betriebscourage	Doesn't hold back anything that needs to be said. Provides current, direct, complete, and "actionable" positive and corrective feedback to others. Lets people know where they stand. Faces up to people problems on any person or situation (not including direct reports) quickly and directly. Is not afraid to take negative action when necessary.	Hardest			
C0035	Managing and Measuring Work Managen und Messen von Arbeit	Clearly assigns responsibility for tasks and decisions. Sets clear objectives and measures. Monitors process, progress, and results. Designs feedback loops into work. OVERUSED SKILL. May be overcontrolling. May look over people's shoulders. May prescribe too much and not empower people. Select one to three of the competencies listed below to work on to compensate for an overuse of this skill.	Easier	de	w	
C0036	Motivating Others Andere Motivieren	Creates a climate in which people want to do their best. Can motivate many kinds of direct reports and team or project members. Can assess each person's hot button and use it to get the best out of him/her. Pushes tasks and decisions down. Empowers others. Invites input from each person and shares ownership and visibility. Makes each individual feel his/her work is important. Is someone people like working for and with.	Moderate	w/de	w/de	p
C0037	Negotiating Verhandeln	Can negotiate skillfully in tough situations with both internal and external groups. Can settle differences with minimum noise. Can win concessions without damaging relationships. Can be both direct and forceful as well as diplomatic. Gains trust quickly of other parties to the negotiations. Has a good sense of timing.	Harder		de	p
C0038	Organizational Agility Organisationswendigkeit	Knowledgeable about how organizations work. Knows how to get things done both through formal channels and the informal network. Understands the origin and reasoning behind key policies, practices, and procedures. Understands the cultures of organizations.	Harder			
C0039	Organizing Organisieren	Can marshal resources (people, funding, material, support) to get things done. Can orchestrate multiple activities at once to accomplish a goal. Uses resources effectively and efficiently. Arranges information and files in a useful manner.	Easier	p	p	p
C0040	Dealing with Paradox Mit widersprüchlichkeiten umgehen	Can act in ways that seem contradictory. Is very flexible and adaptable when facing tough calls. Can combine seeming opposites like being compassionately tough, stand up for self without trampling others, set strong but flexible standards. Can act differently depending upon the situation. Is seen as balanced despite the conflicting demands of the situation.	Harder			
C0041	Patience Geduld	Is tolerant with people and processes. Listens and checks before acting. Tries to understand the people and the data before making judgments and acting. Waits for others to catch up before acting. Sensitive to due process and proper pacing. Follows established process.	Moderate			
C0042	Peer Relationship Beziehung zu Kollegen im gleichen Level	Can quickly find common ground and solve problems for the good of all. Can represent his/her own interests and yet be fair to other groups. Can solve problems with peers with a minimum of noise. Is seen as a team player and is cooperative. Easily gains trust and support of peers. Encourages collaboration. Can be candid with peers.	Easier	p	fp	fp
C0043	Perseverance Ausdauer	Pursues everything with energy, drive, and a need to finish. Seldom gives up before finishing, especially in the face of resistance or setbacks.	Easiest	p	p	
C0044	Personal Disclosure Persönliche Offenheit	Shares his/her thoughts about personal strengths, weaknesses, and limitations. Admits mistakes and shortcomings. Is open about personal beliefs and feelings. Is easy to get to know to those who interact with him/her regularly.	Harder			
C0045	Personal Learning Eigenes Lernen	Picks up on the need to change personal, interpersonal, and managerial behavior quickly. Watches others for their reactions to his/her attempts to influence and perform, and adjusts. Seeks feedback. Is sensitive to changing personal demands and requirements and changes accordingly.	Hardest	w		
C0046	Perspective Blickwinkel	Looks toward the broadest possible view of an issue/challenge. Has broad-ranging personal and business interests and pursuits. Can easily pose future scenarios. Can think globally. Can discuss multiple aspects and impacts of issues and project them into the future.	Moderate	de	w/de	p
C0047	Planning Planung	Accurately scopes out length and difficulty of tasks and projects. Sets objectives and goals. Breaks down work into the process steps. Develops schedules and task/people assignments. Anticipates and adjusts for problems and roadblocks. Measures performance against goals. Evaluates results.	Easiest	de		fp
C0048	Political Savvy Politische Intelligenz	Can maneuver through complex political situations effectively and quietly. Is sensitive to how people and organizations function. Anticipates where the land mines are and plans his/her approach accordingly. Views corporate politics as a necessary part of organizational life and works to adjust to that reality. Is a maze-bright person.	Hardest		w/de	p
C0049	Presentation Skills Präsentationsfähigkeiten	Is effective in a variety of formal presentation settings: one-on-one, small and large groups, with peers, direct reports, and bosses. Is effective both inside and outside the organization, on both cool data and hot and controversial topics. Commands attention and can manage group process during the presentation. Can change tactics midstream when something isn't working.	Moderate		p	
C0050	Priority Setting Prioritäten setzen	Spends his/her time and the time of others on what's important. Quickly zeros in on the critical few and puts the trivial many aside. Can quickly sense what will help or hinder accomplishing a goal. Eliminates roadblocks. Creates focus.	Easier		p	p
C0051	Problem Solving Problembewegung	Uses rigorous logic and methods to solve difficult problems with effective solutions. Probes all fruitful sources for answers. Can see hidden problems. Is excellent at honest analysis. Looks beyond the obvious and doesn't stop at the first answers.	Moderate	p	p	p
C0052	Process Management Prozesse Managen	Good at figuring out the processes necessary to get things done. Knows how to organize people and activities. Understands how to separate and combine tasks into efficient work flow. Knows what to measure and how to measure it. Can see opportunities for synergy and integration where others can't. Can simplify complex processes. Gets more out of fewer resources.	Moderate	p	p	p
C0053	Drive for Results Ergebnisorientiertes Arbeiten	Can be counted on to exceed goals successfully. Is constantly and consistently one of the top performers. Very bottom-line oriented. Steadfastly pushes self and others for results.	Easier	p	fp	fp
C0054	Self-Development Eigen-Entwicklung	Is personally committed to and actively works to continuously improve him/herself. Understands that different situations and levels may call for different skills and approaches. Works to deploy strengths. Works on compensating for weakness and limits. Knows personal strengths, weaknesses, opportunities, and risks. Seeks feedback. Gains insights from mistakes. Is open to criticism. Isn't defensive. Is receptive to talking about shortcomings. Looks forward to balanced (+s and -s) performance reviews and career discussions. OVERUSED SKILL. May be too self-critical, too open about self. May not move past knowledge to improvement and action. May spend too much time in self-insight activities. May be too dependent upon waiting for feedback. May overly solicit feedback. Select one to three of the competencies listed below to work on to compensate for an overuse of this skill.	Moderate		p	
C0055	Self-Knowledge Eigenes Wissen	Knows his/her time effectively and efficiently. Values time. Concentrates his/her efforts on the more important priorities. Gets more done in less time than others. Can attend to a broader range of activities.	Moderate		w	
C0056	Sizing Up People Leute einschätzen	Is a good judge of talent. After reasonable exposure, can articulate the strengths and limitations of people inside or outside the organization. Can accurately project what people are likely to do across a variety of situations.	Harder	p		
C0057	Standing Alone Steht für sich	Will stand up and be counted. Doesn't shrink personal responsibility. Can be counted on when times are tough. Willing to be the only champion for an idea or position. Is comfortable working alone on a tough assignment.	Moderate		p	
C0058	Strategic Agility Strategische Wendigkeit	Sees ahead clearly. Can anticipate future consequences and trends accurately. Has broad knowledge and perspective. Is future oriented. Can articulately paint credible pictures and visions of possibilities and likelihoods. Can create competitive and breakthrough strategies and plans.	Harder	w	de	p
C0059	Managing Through Systems In Systemen arbeiten	Can design practices, processes, and procedures which allow managing from a distance. Is comfortable letting things manage themselves without intervening. Can make things work through others without being there. Can impact people and results remotely.	Harder			w
C0060	Building effective Teams Aufbau effektiver Teams	Blends people into teams when needed. Creates strong morale and spirit in his/her team. Shares wins and successes. Fosters open dialogue. Lets people finish and be responsible for their work. Defines success in terms of the whole team. Creates a feeling of belonging in the team.	Harder		w	
C0061	Technical Learning Technisches Lernen	Picks up on technical things quickly. Can learn new skills and knowledge. Is good at learning new industry, company, product, or technical knowledge—like internet technology. Does well in technical courses and seminars.	Easier	p		
C0062	Time Management Zeit Management	Uses his/her time effectively and efficiently. Values time. Concentrates his/her efforts on the more important priorities. Gets more done in less time than others. Can attend to a broader range of activities.	Easier		fp	
C0063	Total Work System (e.g. TQM/ISO/Six Sigma) Gesamtsystem der Arbeit	Is dedicated to providing organization or enterprise-wide common systems for designing and measuring work processes. Seeks to reduce variances in organization processes. Delivers the highest quality products and services which meet the needs and requirements of internal and external customers. Is committed to continuous improvement through empowerment and management by data. Leverages technology to positively impact quality. Is willing to re-engineer processes from scratch. Is open to suggestions and experimentation. Creates a learning environment leading to the most efficient and effective work processes.	Easier	p	p	fp
C0064	Understanding Others Andere verstehen	Is good at understanding the perspectives and needs of others. Can see things from others' points of view. Can help others understand their own perspectives and needs.	Hardest			
C0065	Managing Vision and Purpose Mit Vision und Bestimmung umgehen	Understands why groups do what they do. Picks up the sense of the group in terms of positions, intentions, and needs; what they value and how to motivate them. Can predict what groups will do across different situations.	Moderate	w	w/de	w