



10.03.2022

# Competencies Report

Natural Behaviour

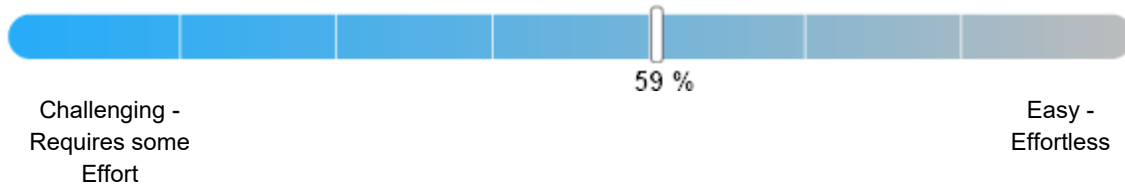
jane Doe

This Report is a product of PDA International.  
PDA International is the leading provider of applied behavioural  
assessments for the selection, management and development of  
talent.

**IMPORTANT:** Under optimal conditions, the vast majority of individuals may be capable of performing adequately in any of the following competencies. "Optimal conditions" is used to signify a work environment where several of the following conditions are present: good leadership, motivation, recognition, support and training, among many others. We understand that workplace conditions are not always optimal.

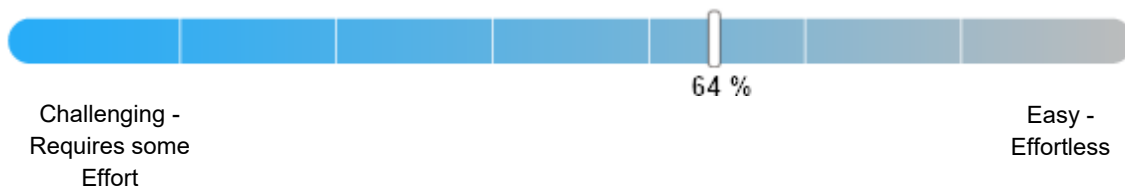
## Big-Picture View of the Business (Generic)

The ability to identify business opportunities and the processes that add value to the business, with a genuine orientation toward financial results. It implies having the skill to assess the impact that different options, policies and procedures can have on the business and being able to identify key issues in complex situations.



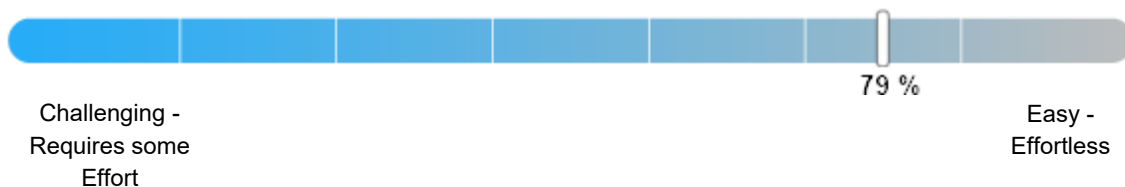
## Business Skills (Generic)

The capacity to close difficult deals, establish long-term and mutually beneficial alliances and business partnerships. It implies identifying with the other side's interests, knowing how to communicate in a timely manner and identifying common areas to produce win-win agreements. It requires the capacity to control emotions in favour of negotiations.



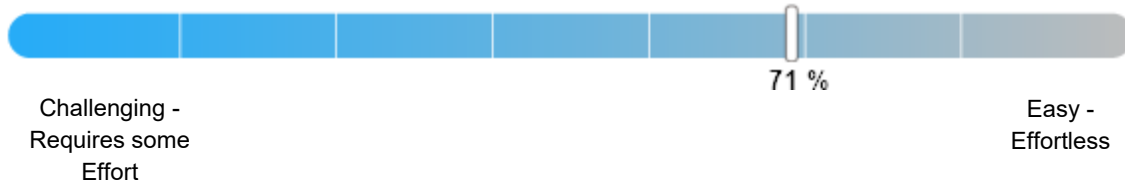
## Communication (Generic)

The capacity to generate and share assertive, timely and two-way communication, adapting the verbal and non-verbal language to different audiences, in order to attain established objectives.



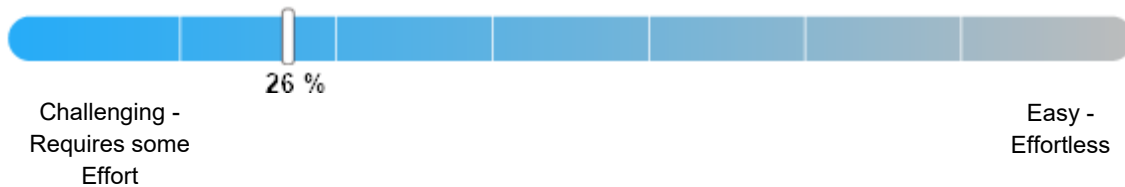
## Customer-Oriented (Generic)

The ability to understand and manage relationships with internal customers, promoting and maintaining a solid network of customers and associations. It implies the assurance that the organisation/department will honour its business commitments by providing high-quality products and services.



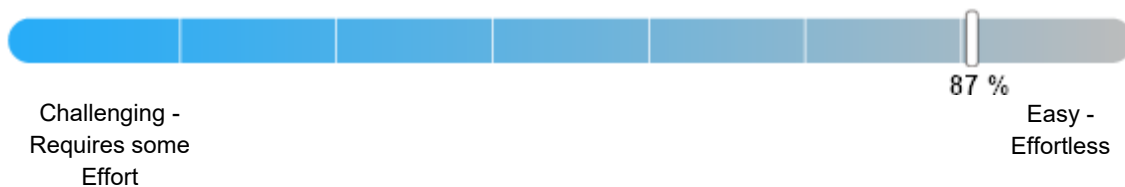
## Developing Others (Generic)

It implies a genuine effort to support the development, involvement and training of others, backed by an appropriate analysis of their needs with the organizational context in mind. It is not about routinely having people attend training classes or programmes, but rather a systematic effort to develop others according to those needs.



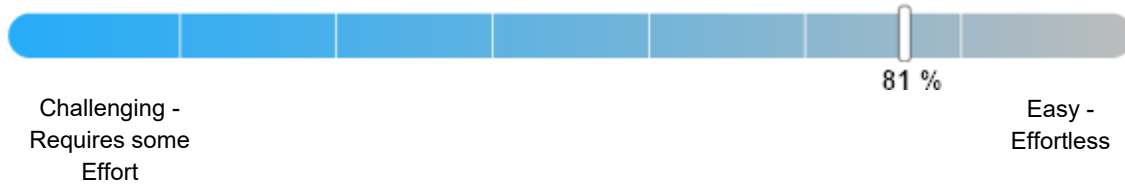
## Flexibility (Generic)

The capacity to adapt and work effectively with diverse groups in different situations. The person who has this competency will be able to understand and value different positions or opposing points of view, will adapt his/her own focus as demanded by changing situations and will promote changes imposed by the organisation or the responsibilities of the position.



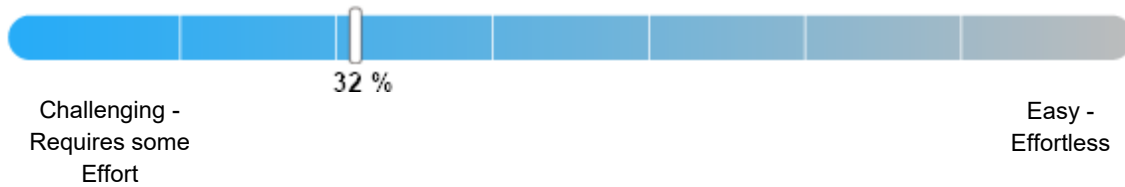
### Impact and Influence (Generic)

It implies the intent to persuade, convince or influence others in support of one's own plans. It implies the desire to produce a certain impact on people who might affect plans, to create a certain impression on them or ensure that they do things as desired.



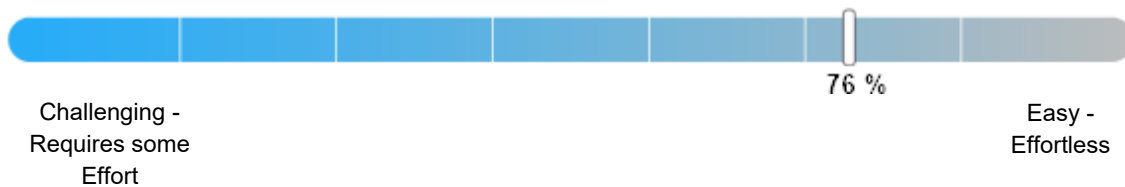
### Inclination toward Quality of Products and Projects (Generic)

It is acting to ensure the highest quality standards around. It is reflected in the constant assessment of information reflecting how the work is being done. It implies insistence that roles and duties be impeccably coordinated.



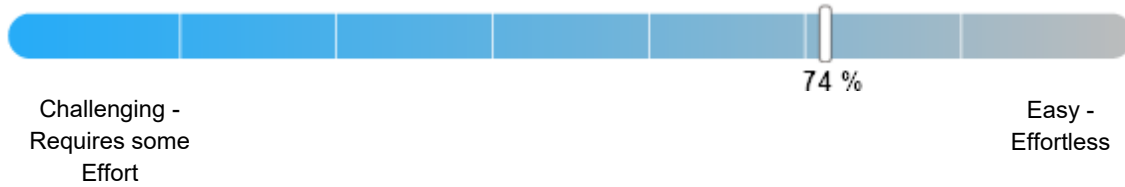
### Initiative (Generic)

This is the inclination to act in a proactive manner; it implies pursuing new opportunities and better ways to do things or solve problems.



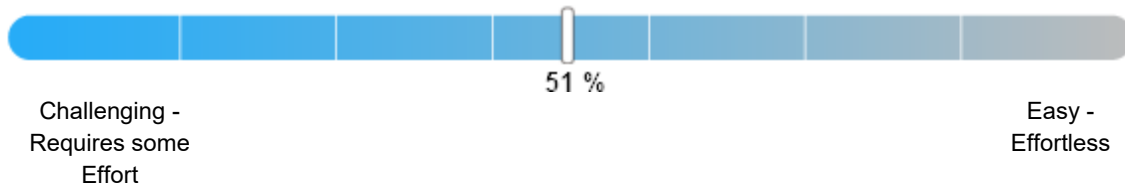
### Innovation (Generic)

It implies creating something different or ground-breaking. Doing something new that improves one's own performance or that of others.



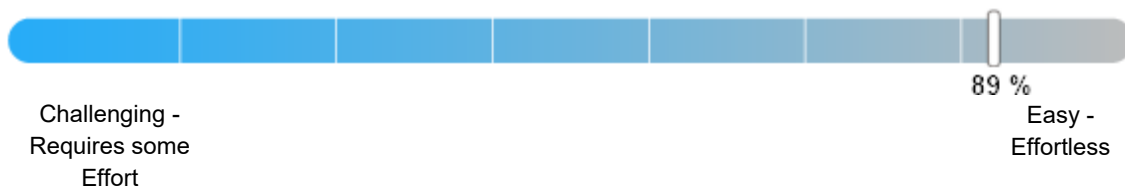
### Interpersonal Sensitivity (Generic)

The capacity to interpret and understand the thoughts, behaviours, feelings and concerns of people (peers, direct subordinates or supervisors) expressed verbally and non-verbally. It implies having empathy and observation skills.



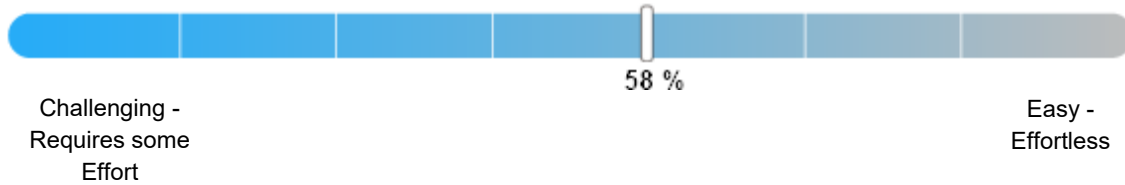
### Leadership (Generic)

The capacity to lead work groups or teams toward the attainment of common objectives. It implies the ability to lead others.



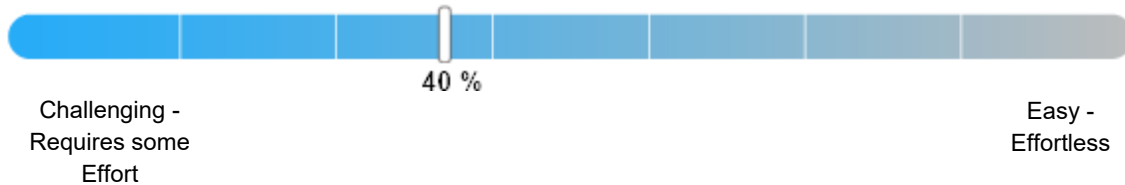
## Market-Oriented (Generic)

The ability to understand the dynamics of the market in which the business is being conducted. It implies understanding competitive strengths in the market, including the strategies used by the competition to achieve competitive business positioning and offering added value to the customer.



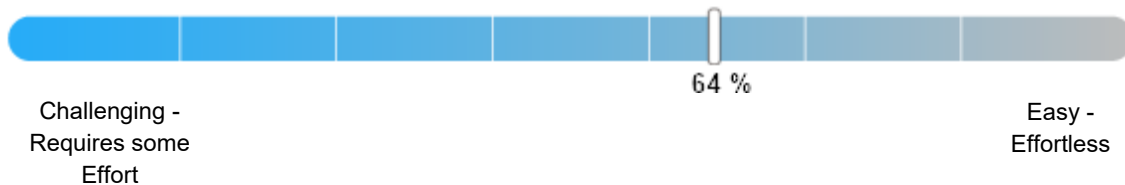
## Operating Skills (Generic)

It implies the skill to turn strategy into specific objectives and action plans, while ensuring the organization/department adheres to procedures and effectively minimising risk. Clearly assigns responsibility and authority.



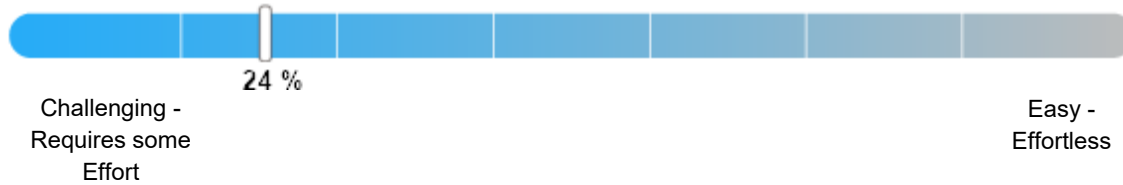
## People Management (Generic)

This implies the appropriate and effective use of authority conferred through a position to gain the commitment of others in order to make them do what is needed to benefit the organisation. It implies providing adequate direction in some cases and holding people accountable for their performance within the organisation, as well as confrontation, when necessary.



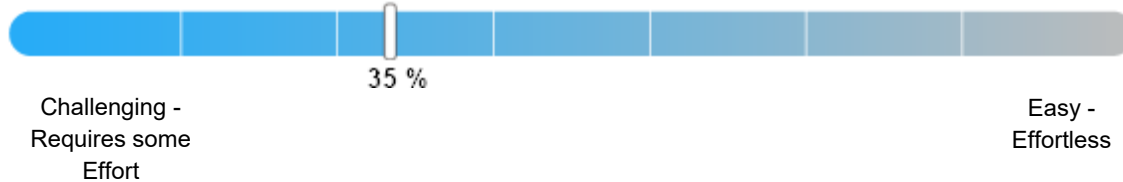
## Planning (Generic)

The ability to define objectives, establish the most appropriate actions and resources to assist in achieving them, with follow-up and control of results, as well as the enforcement of appropriate corrective measures when needed. The capacity to determine business goals and priorities, dictating action, deadlines and required resources.



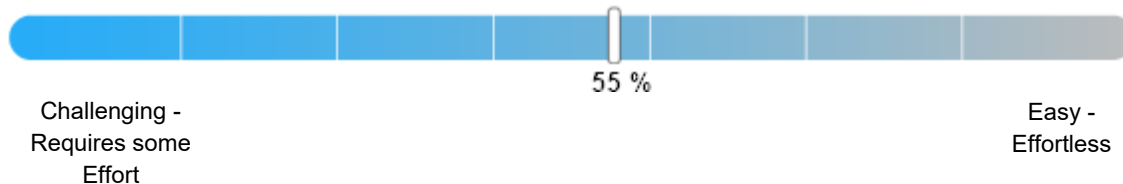
## Political Sensitivity (Generic)

The skill to understand, interpret and participate in the power relationships of the company or other organisations. Understands and manages relationships with internal customers to identify key people who could solve problems during a certain time or in a certain situation. Has the ability to communicate and ensure that actions and procedures are understood internally.



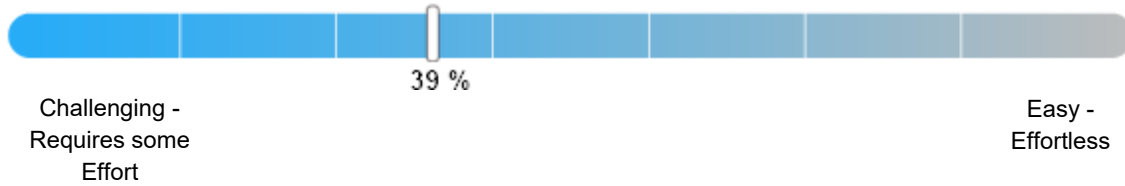
## Problem-Solving (Generic)

The ability to identify and analyse relevant information, reach conclusions, assess the impact and make subsequent decisions based on the established alternatives.



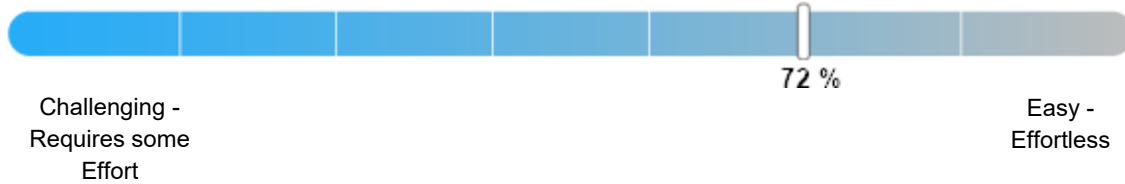
### Pursuit of Information (Generic)

The desire and curiosity to know more about issues, matters or people related to the function, recognising and respecting the confidentiality of some data which might be of interest. It implies going beyond asking purely routine or normal workday questions. It equally implies searching in depth or pressing for more precise information, in order to resolve variances by questioning and looking around for opportunities or information that may be useful in the future.



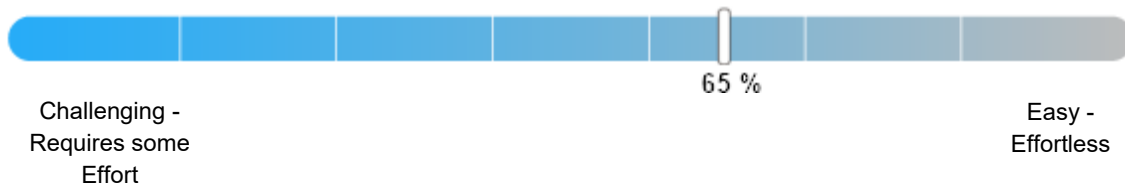
### Results-Oriented (Generic)

The concern to establish, accept and achieve challenging goals. It implies striving to improve/exceed one's own past performance standards, as well as those of others, or to achieve what nobody else has, without giving up when faced with difficulties.



### Self-Confidence (Generic)

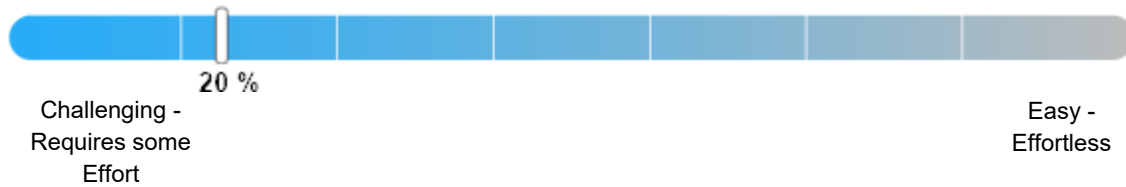
The assurance/knowledge that one is capable of doing a good job, completing the assigned mission with the appropriate focus – for the role and the organisation – in order to overcome problems. This includes tackling new and growing challenges with an attitude of confidence in one's own skills, decisions and points of view.





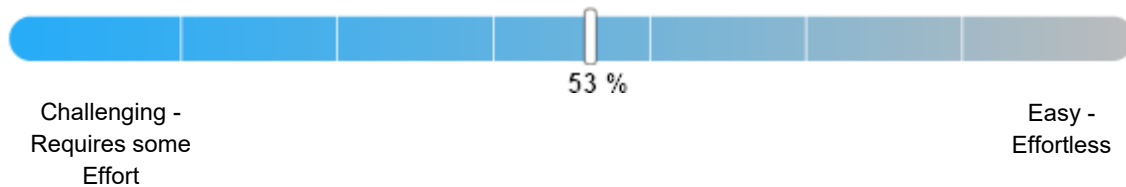
## Self-Control (Generic)

The capacity to stay calm and in control when facing difficult situations in order to achieve personal or organisational objectives. It implies the ability to handle constant stress with energy and motivation.



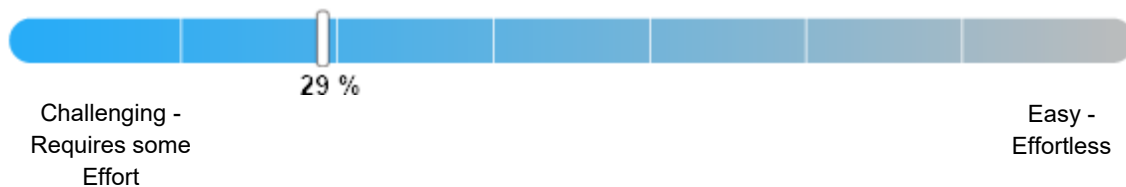
## Strategic Thinking (Generic)

The ability to identify relationships between situations that are not clearly connected to each other and to build strategies or models; to maintain a big-picture view and identify key issues in complex situations. It includes the use of creative or conceptual reasoning.



## Teamwork and Cooperation (Generic)

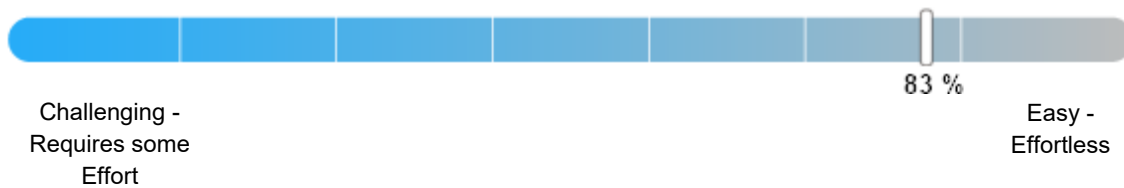
It implies working in cooperation with others, being part of a team, working together and having a genuine interest in others, as opposed to working individually or competitively. It is the desire to participate and make others participate in a shared vision. Someone with this competency will be able to assemble high-performance work teams and help others through trust, delegation, participation and coaching.



## Agile Reaction (Agile)

Prioritising customer satisfaction through quick and assertive responses.

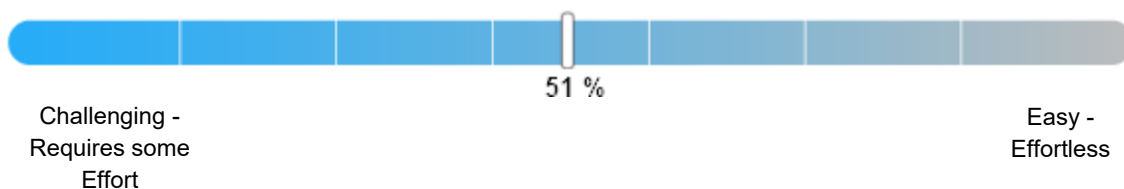
- Reacts by thinking and acting quickly to accommodate the customer's current needs.
- Knows how to articulate clear and timely answers in response to the customer's problems or contingencies.
- Maintains close or ongoing contact with internal or external customers in order to quickly satisfy their needs.



## Collaborative Working (Agile)

Maintaining a collaborative working attitude throughout all phases of the project.

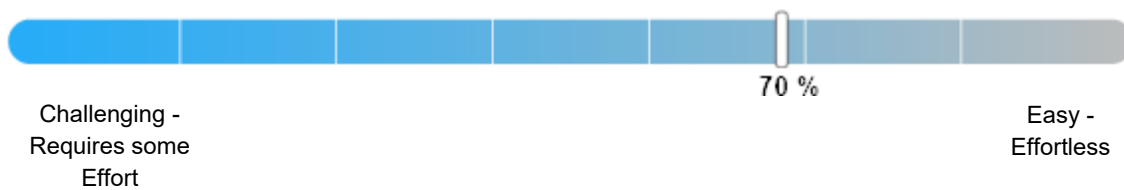
- Aware of the individual or relative importance of each working unit and its contribution to organisational objectives.
- Participates in group decision-making in a collaborative way.
- Open to giving and receiving constructive feedback within the team.
- Demonstrates willingness when asked to help.



## Generating Atmosphere (Agile)

Nurturing an atmosphere of motivation, support and trust among team members.

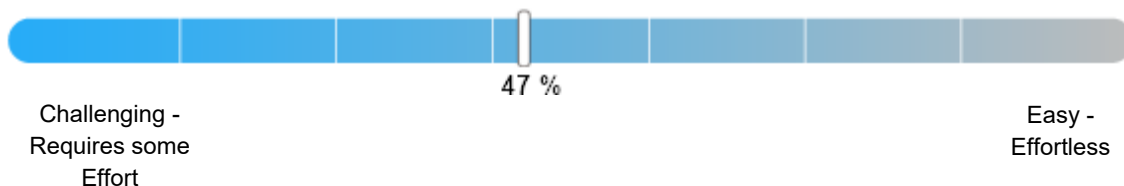
- Listens empathetically and advocates for employees to express themselves freely, encouraging them to share their opinions.
- Able to cope with disagreement in a constructive way and has a conciliatory attitude with regard to conflicting positions.
- When delegating, they provide tools or assistance to ensure that the work delegated is performed under the best conditions possible.
- Typically demonstrate a high level of enthusiasm and commitment when it comes to projects, tasks or assignments.



## Impeccable Communication (Agile)

Proactively ensures the clarity and effectiveness of communication through face-to-face conversations.

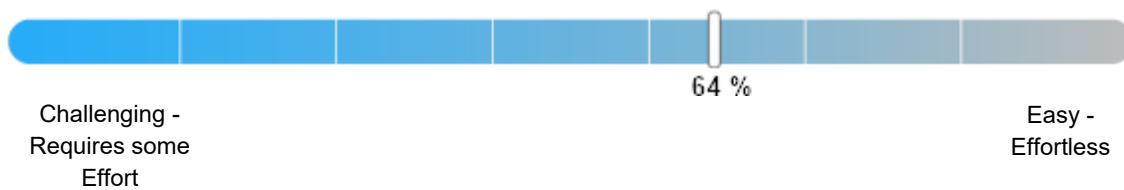
- Establishes fluid and face-to-face communication, thus allowing for mutual understanding with others.
- Distributes information they receive in a timely manner and makes sure to provide feedback on the impact the communication had on the recipients.
- Able to remain impartial, even when those speaking are in an altered state.
- Able to interrupt a task in order to place the focus on what is being communicated and allows the other person to speak, interrupting only when necessary.
- Knows how to listen intently to the arguments of the person speaking.



## Iterative Feedback (Agile)

Reflecting on the effectiveness of actions performed in pursuit of adjusting and refining behaviours that are required to achieve current objectives.

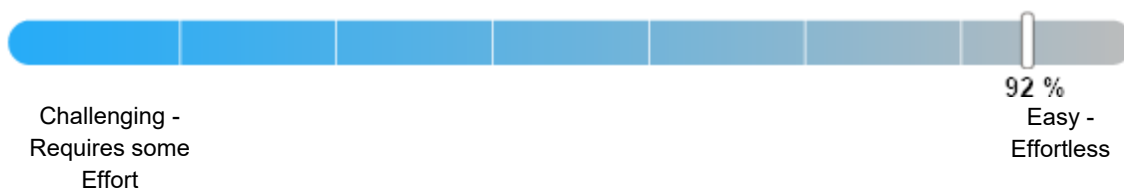
- Prone to capitalise on improvements stemming from the failures, errors, claims and contributions of others.
- Continually monitors quality indicators.
- Periodically analyses and reviews the progress of the strategic plan with their team.
- Constantly reformulates concepts and devises new plans to achieve objectives by adjusting them to new circumstances.
- Typically makes correct inferences by analysing clues, facts or variables.



## Reducing the impact of Change (Agile)

Responding positively to change, even using change to achieve objectives and benefit customers.

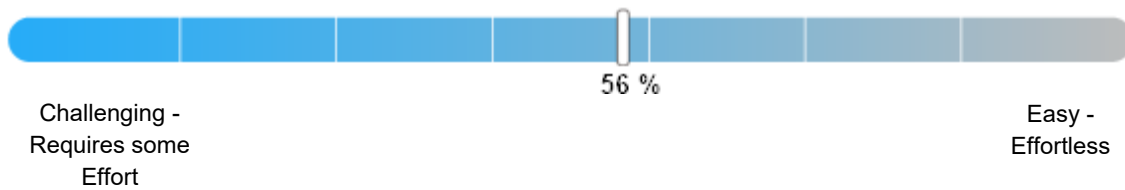
- Easily adapts to changing situations.
- Anticipates change and acts accordingly.
- Makes contributions according to the needs of their environment.
- Finds ways to cushion the effects of change using creative and competitive strategies, adding value for the customer.



## Technical Excellence and Sustainability (Agile)

Continually focusing on technical excellence and promoting continued development.

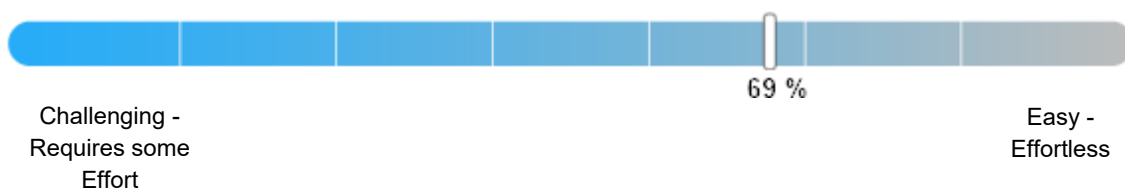
- Typically monitors the best practices of others in order to make improvements to the processes in which they are involved.
- Often proactively seeks technical or professional information and incorporates it by making adjustments to how they operate.
- Effectively controls their actions plans, adopting their own verification and control methods.



## Business Skills (Entrepreneurship)

Ability to develop partnerships that are beneficial to the parties involved. Entails identifying the other party's interests and knowing how to duly communicate one's own, as well as identifying commonalities in order to reach win-win agreements.

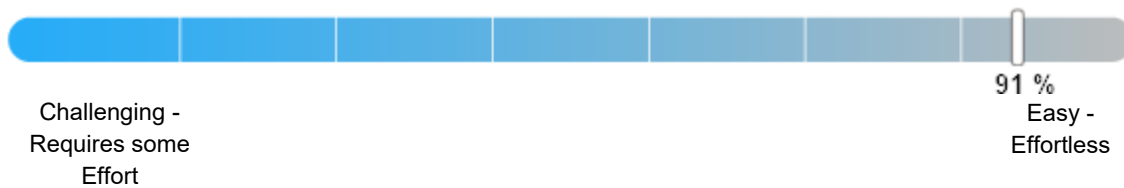
- Able to persuade their counterparts to agree to their proposals.
- Obtains advantages in transactions that generate value for the organisation.
- Knows how to detect business opportunities based on the context.
- Able to adapt their negotiation tactics to the person.



## Initiative (Entrepreneurship)

Willingness to act proactively without waiting for authorisation or pressure from a superior. Entails seeking out new opportunities, better ways of doing things or solving problems.

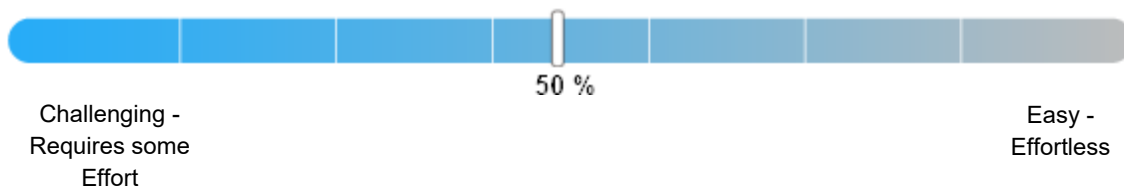
- Typically uses their own initiative to take actions aimed at achieving desired objectives.
- Adopts immediate corrective or preventative actions without seeking authorisation from a superior.
- Able to propose actions in situations in which others tend toward inertia.



## Perseverance (Entrepreneurship)

Steadfastness and tenacity sustained over time in order to execute actions aimed at a clear objective.

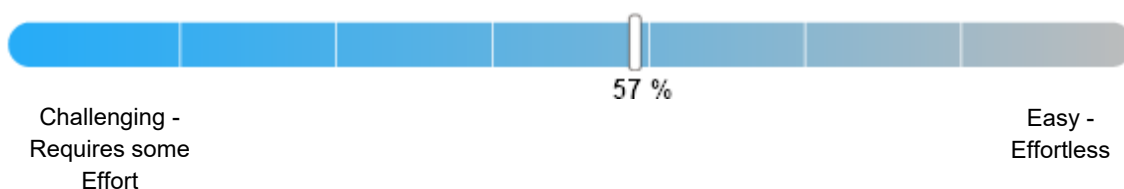
- Persistent when it comes to undertaking and executing goal-oriented actions.
- Tends to correctly execute the projects or assignments they undertake.
- Achieves satisfactory results despite obstacles or a lack of resources.
- Demonstrates constancy of purpose, allowing them to effectively conclude assignments.



## Risk Management (Entrepreneurship)

Ability to assume calculated risks based on warnings and analysis of potential contingencies.

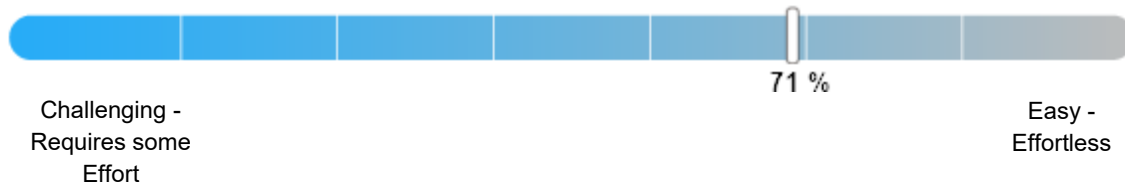
- Assumes risks while working towards objectives, analysing the variables involved.
- Appropriately advises others on assessing risks when making decisions.
- Works towards reaching decisions even when they don't have all the information.



## Self-Confidence (Entrepreneurship)

The conviction that one is capable of successfully completing a task and choosing the right approach to perform a job or resolve a problem.

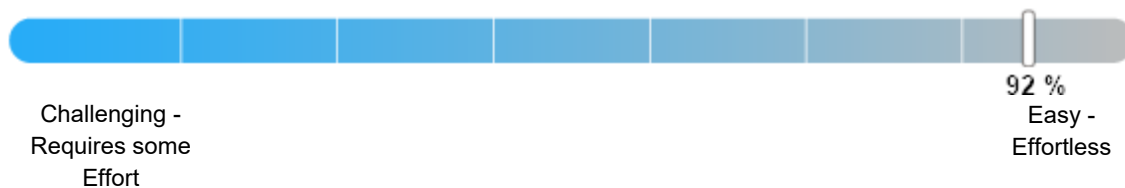
- Exhibits self-assurance in difficult situations.
- Takes action and makes decisions according to their own criteria and not based on others.
- Masters skills, seeks new responsibilities and accepts new challenges.



## Team Leadership (Entrepreneurship)

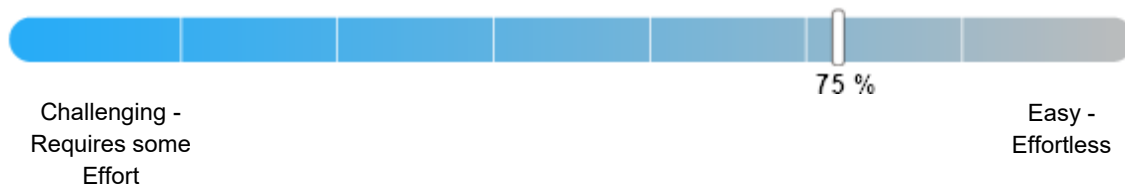
The ability to bring others on board in support of a vision, exercising influence in order to effectively steer them towards a desired objective, and the emotional intelligence to undertake challenges and overcome obstacles as a team.

- Pacesetter in contexts where they exhibit and act with convening power.
- Communicates their emotions and ideas clearly and naturally.
- Able to adapt their leadership styles to different people and circumstances.
- Able to keep their team united by fostering a harmonious environment of mutual respect.
- Able to motivate the members of their team to work towards the proposed targets.



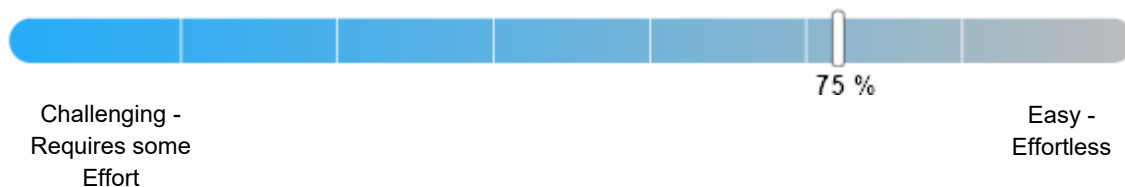
## Creative information management (Digital)

- Seeks, obtains, creates, assesses, organises and shares information in digital contexts.
- Understands the multimodality of new digital channels.
- Uses digital tools for reflective thinking, creativity and innovation.
- Systematises and uses information acquired from multiple sources, using a critical eye and adding value.
- Resolves situations and makes decisions in an assertive way, applying an innovative approach ("out of the box" thinking).



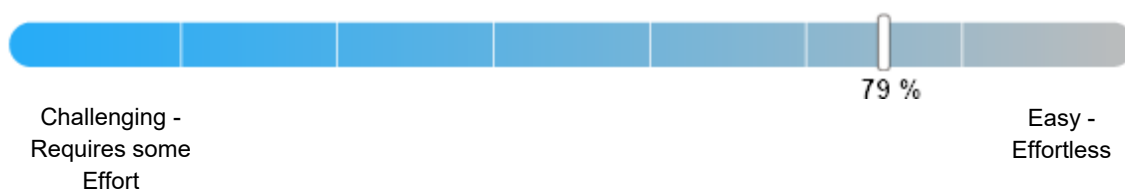
## Dynamic collaboration (Digital)

- Works swiftly in cooperation with others in digital environments.
- Proactively produces and shares collaborative documents online.
- Manages time and resources with a sense of urgency, taking advantage of the immediacy of digital channels.
- Builds quality relationships and sparks interaction in the online communities they belong to.



## Exponential learning (Digital)

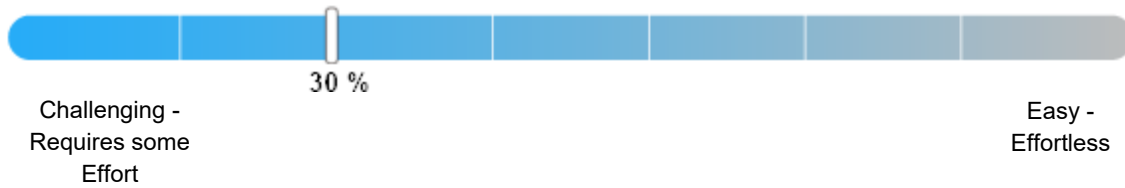
- Self-manages their own learning using digital tools that broaden their field of action.
- Acts open to reflection and development with digital resources.
- Participates in learning communities.
- Establishes and maintains a network of valuable professional contacts online.
- Quickly adapts and adopts new cutting-edge work methods.





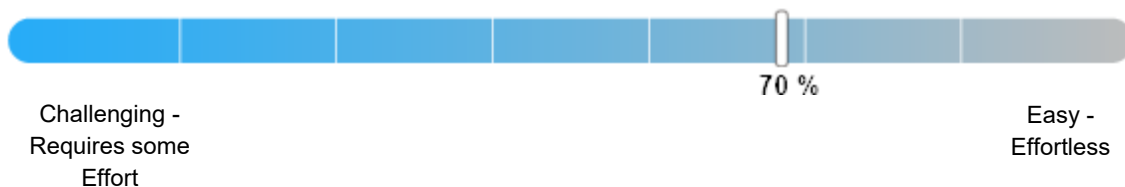
### Fluid feedback (Digital)

- Provides and receives contributions that help refine, modernise or optimise online operations.
- Understands and appreciates different perspectives.
- Acts open to changing their beliefs and behaviours in order to adapt to the demands of the digital world.
- Looks at their own performance as well as that of the team with a critical eye.



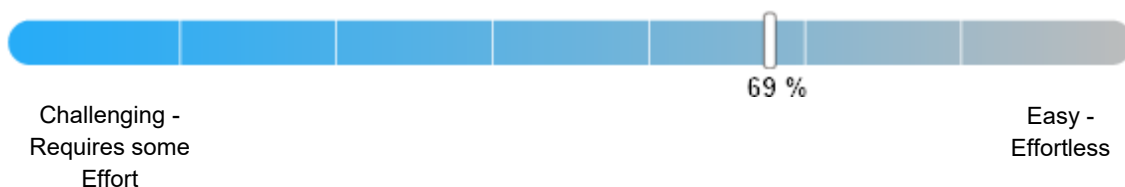
### Leadership of web teams (Digital)

- Directs and coordinates web-based work teams.
- Encourages and influences the collective construction of a shared vision.
- Fosters and facilitates the use of digital tools on their team in order to meet goals.
- Lends support, understanding interactions in virtual groups, managing conflicts and cultivating collaboration.



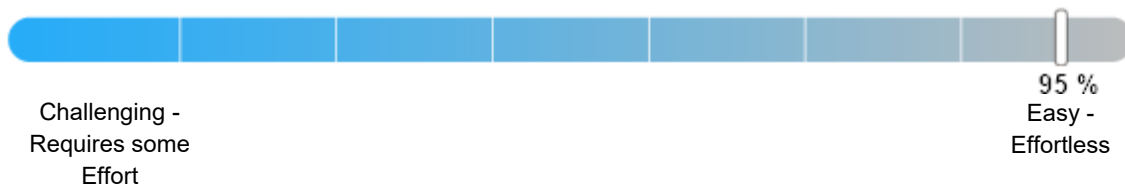
### Strategic foresight (Digital)

- Has a more global outlook on the digital phenomenon and incorporates it into various future scenarios.
- Uses the role of media and web resources to plan and scheme business strategies.
- Pursues concrete actions in order to facilitate the flow of information.
- Stays flexible in order to adapt the conception of the future according to the pace of change.



## Versatile communication (Digital)

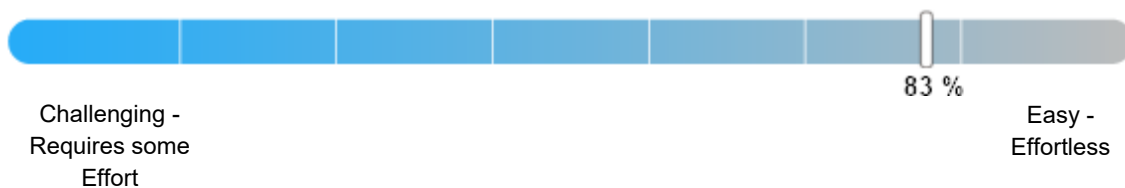
- Adapts the right virtual channel to transmit different types of information according to the target audience.
- Establishes professional relationships and contacts through digital channels.
- Acts responsibly and ethically on digital channels.
- Uses the web to learn about current needs and to anticipate future customer trends/demands.
- Establishes new channels of participation.



## Agile Reaction (Managing Change in VUCA times)

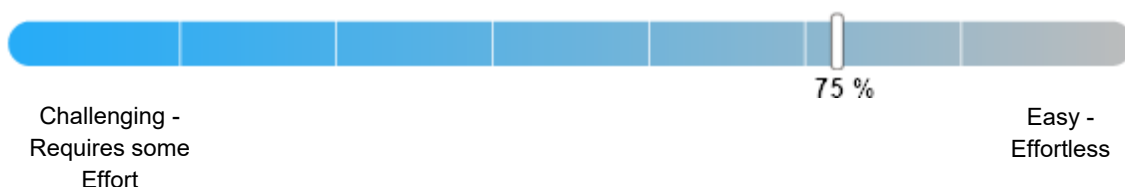
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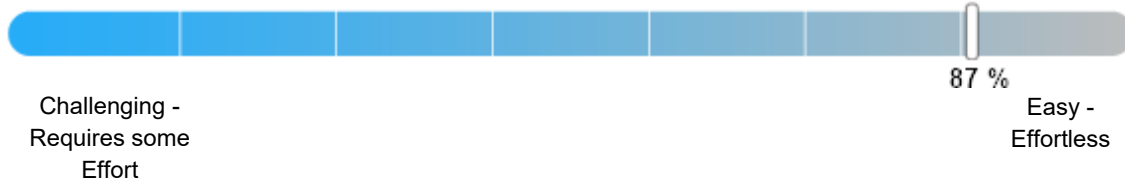
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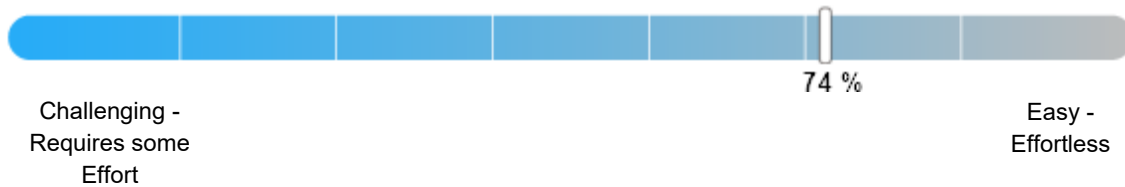
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The capacity to adapt and work effectively with diverse groups in different situations. The person who has this competency will be able to understand and value different positions or opposing points of view, will adapt his/her own focus as demanded by changing situations and will promote changes imposed by the organisation or the responsibilities of the position.



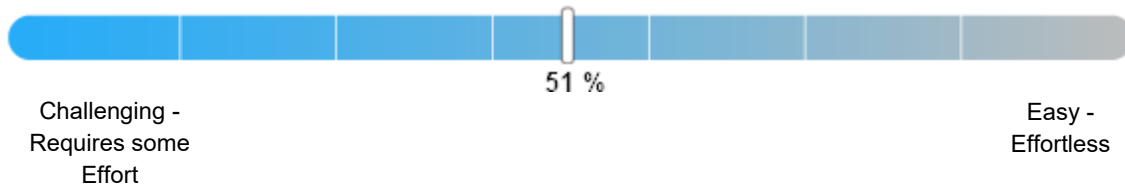
## Innovation (Managing Change in VUCA times)

It implies creating something different or ground-breaking. Doing something new that improves one's own performance or that of others.



## Interpersonal Sensitivity (Managing Change in VUCA times)

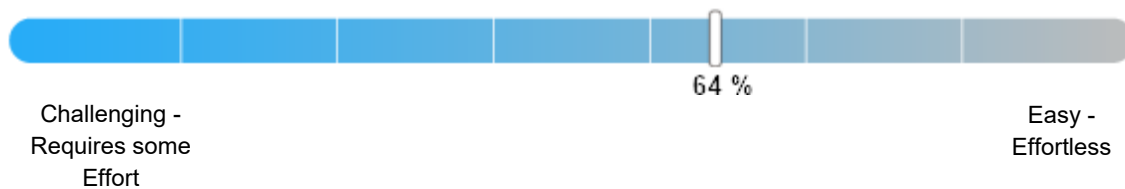
The capacity to interpret and understand the thoughts, behaviours, feelings and concerns of people (peers, direct subordinates or supervisors) expressed verbally and non-verbally. It implies having empathy and observation skills.



## Iterative Feedback (Managing Change in VUCA times)

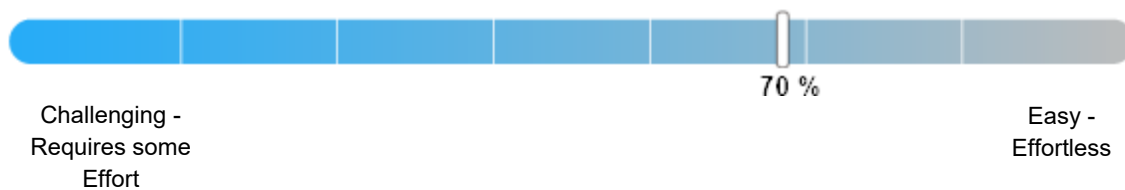
Reflecting on the effectiveness of actions performed in pursuit of adjusting and refining behaviours that are required to achieve current objectives.

- Prone to capitalise on improvements stemming from the failures, errors, claims and contributions of others.
- Continually monitors quality indicators.
- Periodically analyses and reviews the progress of the strategic plan with their team.
- Constantly reformulates concepts and devises new plans to achieve objectives by adjusting them to new circumstances.
- Typically makes correct inferences by analysing clues, facts or variables.



## Leadership of web teams (Managing Change in VUCA times)

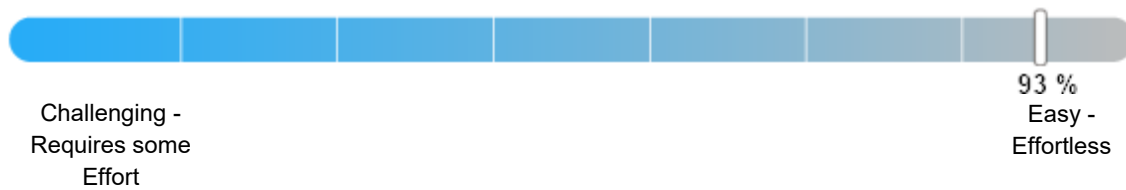
- Directs and coordinates web-based work teams.
- Encourages and influences the collective construction of a shared vision.
- Fosters and facilitates the use of digital tools on their team in order to meet goals.
- Lends support, understanding interactions in virtual groups, managing conflicts and cultivating collaboration.



## Reducing the impact of Change (Managing Change in VUCA times)

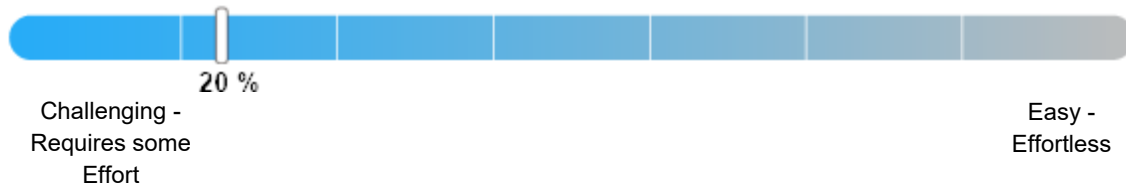
Responding positively to change, even using change to achieve objectives and benefit customers.

- Easily adapts to changing situations.
- Anticipates change and acts accordingly.
- Makes contributions according to the needs of their environment.
- Finds ways to cushion the effects of change using creative and competitive strategies, adding value for the customer.



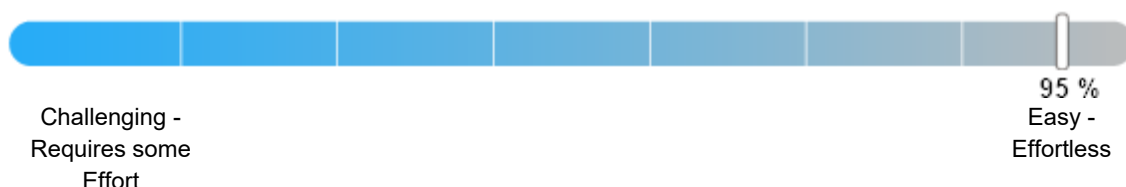
## Self-Control (Managing Change in VUCA times)

The capacity to stay calm and in control when facing difficult situations in order to achieve personal or organisational objectives. It implies the ability to handle constant stress with energy and motivation.



## Versatile communication (Managing Change in VUCA times)

- Adapts the right virtual channel to transmit different types of information according to the target audience.
- Establishes professional relationships and contacts through digital channels.
- Acts responsibly and ethically on digital channels.
- Uses the web to learn about current needs and to anticipate future customer trends/demands.
- Establishes new channels of participation.



It is extremely important and useful to identify an individual's Natural Behavioural Profile in order to allow to predict how much effort these competencies will require. Whether the individual will be able to display them naturally, spontaneously and effortlessly or whether they will require a greater effort because they are not natural to the individual. For example, a "naturally impatient and restless" individual will have to make a greater effort in the "Analytical Skills" competency, while the "Sense of Urgency" competency will be a natural skill and will, therefore, require the least effort.