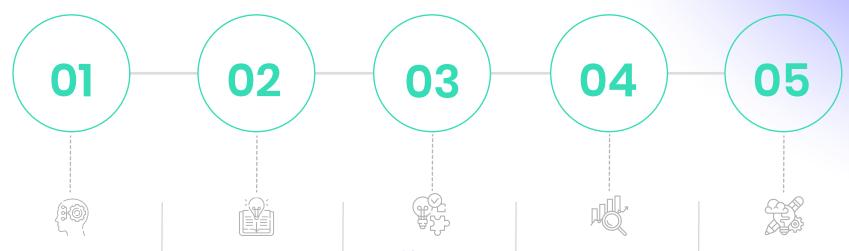
FUTURE

COMPETENCES MODEL



ANALYTICAL THINKING IN INNOVATION

Analytical thinking involves detecting patterns, exchanging ideas, having the ability to observe and interpret data, integrating new information, theorizing and making decisions based on certain factors and available options. It also makes it possible to detect which processes or services can be improved or even innovated.

ACTIVE LEARNING AND LEARNING STRATEGIES

This skill is commonly referred to as "learning to learn". As all sectors are being affected by technological advances, it is essential that workers have the ability to learn on an ongoing basis in order to adapt to change.

COMPLEX PROBLEM SOLVING

Companies face problems on a daily basis, some of which are solved thanks to technology and artificial intelligence, but there are others that they cannot address. For this reason, it is necessary to have professionals capable of dealing with complex problems to offer the most appropriate solutions, question the information gathered and define a plan of action.

CRITICAL THINKING AND ANALYSIS

It is the ability to be able to analyze facts to understand a problem or issue in depth; that is, to be able to process and organize facts, data and any other available information to define a problem and develop appropriate solutions.

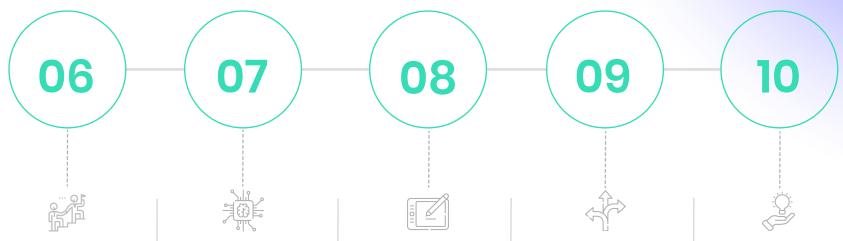
CREATIVITY, ORIGINALITY AND INITIATIVE

Creativity involves the development of new and original ideas, methods or products, transcending traditional ways of thinking or acting. This ability allows us to face challenges and difficult situations that have never been faced before. For this reason, creativity is the most sought-after skill in the post-cool era.



FUTURE

COMPETENCES MODEL



LEADERSHIP AND SOCIAL INFLUENCE

Leadership is an ability that involves being able to influence others, although not with the intention of controlling or manipulating, but with the aim of motivating and promoting commitment. This ability to influence is based on the generation of trust, and is key to the development of work teams.

TECHNOLOGY USE, MONITORING AND CONTROL

Diseñar con tecnología es utilizar el ingenio del ser humano en ciertas actividades para satisfacer necesidades y encontrar soluciones.
Esto puede lograrse con la ayuda de nuevas tecnologías o de las ya existentes.

TECHNOLOGY DESIGN AND PROGRAMMING

To design with technology is to use human ingenuity in certain activities to satisfy needs and find solutions. This can be achieved with the help of new or existing technologies.

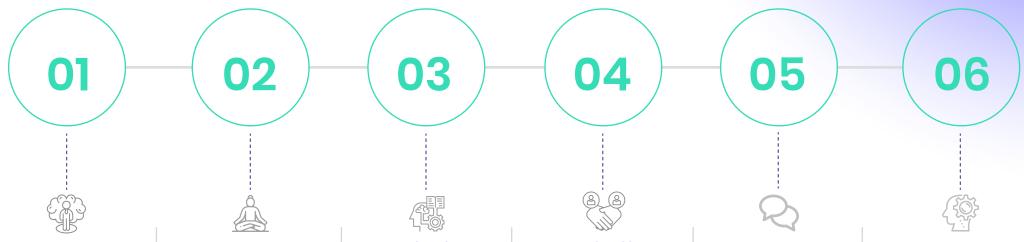
RESILIENCE, STRESS TOLERANCE AND FLEXIBILITY

Resilience is the ability to regain positivity towards oneself and others, to bounce back after a setback, a difficulty or an unexpected change. It is undoubtedly a key competence to increase the competitiveness of companies in the fourth industrial revolution.

REASONING, PROBLEM SOLVING AND IDEATION

Reasoning skills determine how people understand and evaluate situations. They are also crucial for generating coherent and justified points of view that lead to effective problem solving and the generation of new ideas.





SELF-CONFIDENCE

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 organization – 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

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. Entails handling constant stressful situations with energy and motivation.

PURSUIT OF INFORMATION

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.

BUSINESS SKILLS

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 favor of negotiations.

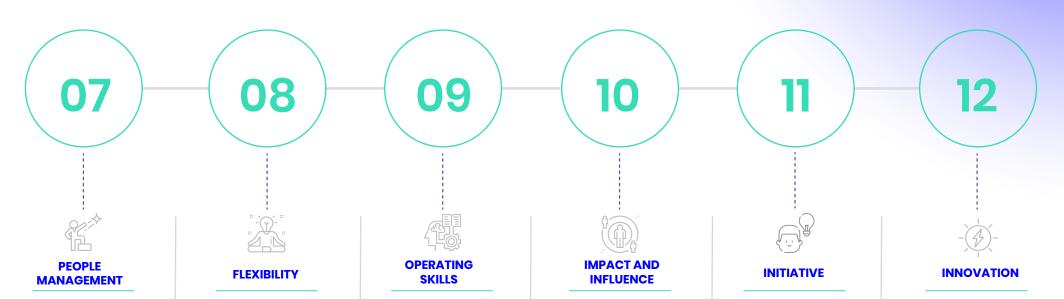
COMMUNICATION

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.

DEVELOPING OTHERS

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.





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.

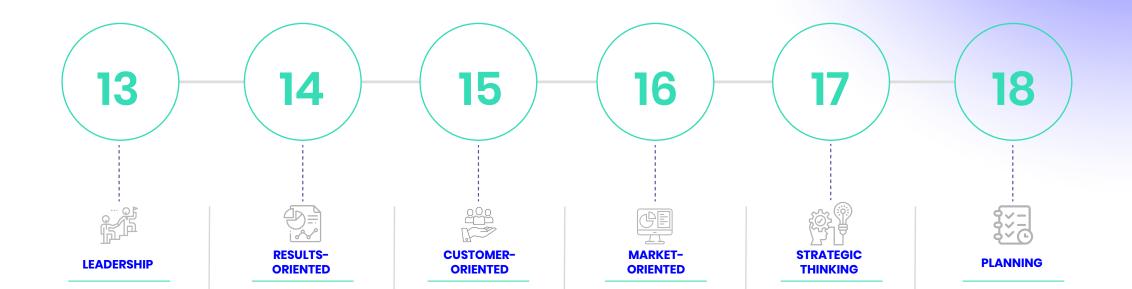
The capacity to adapt and work effectively with diverse groups in different situations.

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.

It implies the intent to persuade, convince or influence others in support of one's own plans. This is the inclination to act in a proactive manner; it implies pursuing new opportunities and better ways to do things or solve problems.

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





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.

The ability to understand

and managerelationships

with internal customers.

promoting and

maintaining a solid

network of customers

and associations.

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.

The capacity to lead work

groups or teams toward the

attainment of common

objectives. It implies the

ability to lead others.

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.

The ability to define

objectives, establish the

most appropriate actions

and resources to assist in

achieving them, with

follow-up and control of

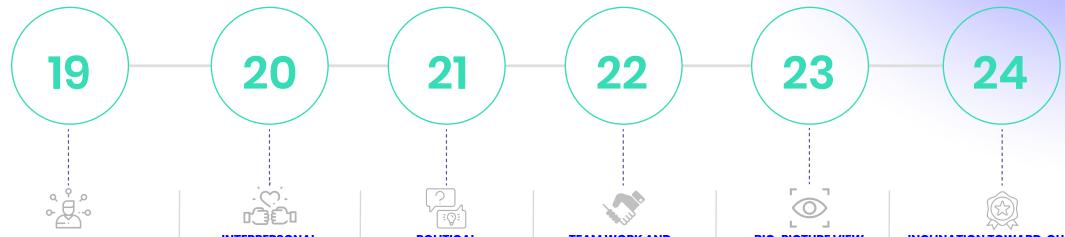
results, as well as the

enforcement of

appropriate corrective

measures when needed.

PDA



PROBLEM-SOLVING AND DECISION-MAKING

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

INTERPERSONAL SENSITIVITY

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

POLITICAL SENSITIVITY

The skill to understand, interpret and participate in the power relationships of the company or other organisations.

TEAM WORK AND COOPERATION

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.

BIG-PICTURE VIEW OF THE BUSINESS

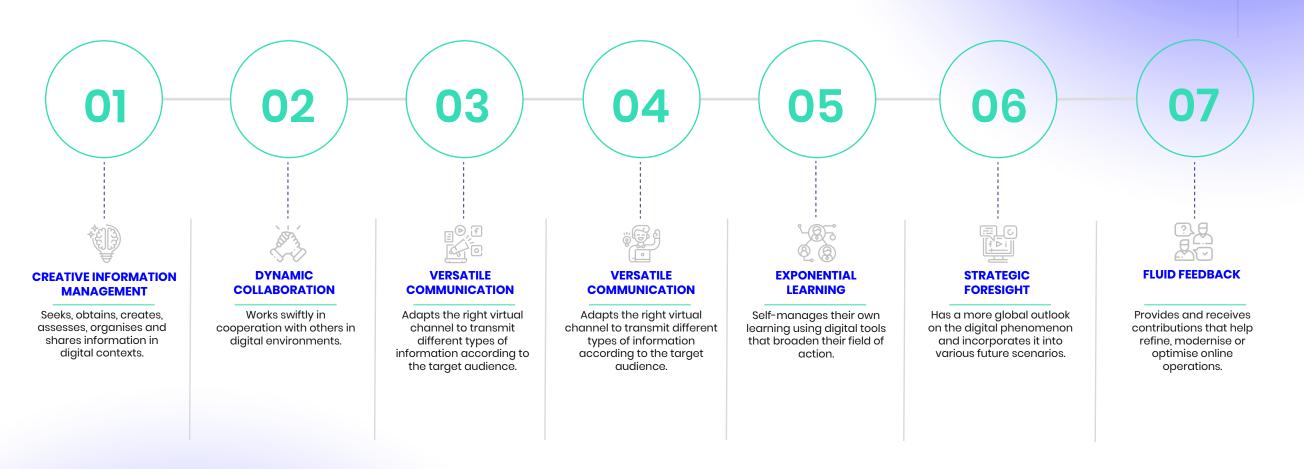
The ability to identify business opportunities and the processes that add value to the business, with a genuine orientation toward financial results.

INCLINATION TOWARD QUALITY OF PRODUCTS AND PROJECTS

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.



DIGITALCOMPETENCIES MODEL

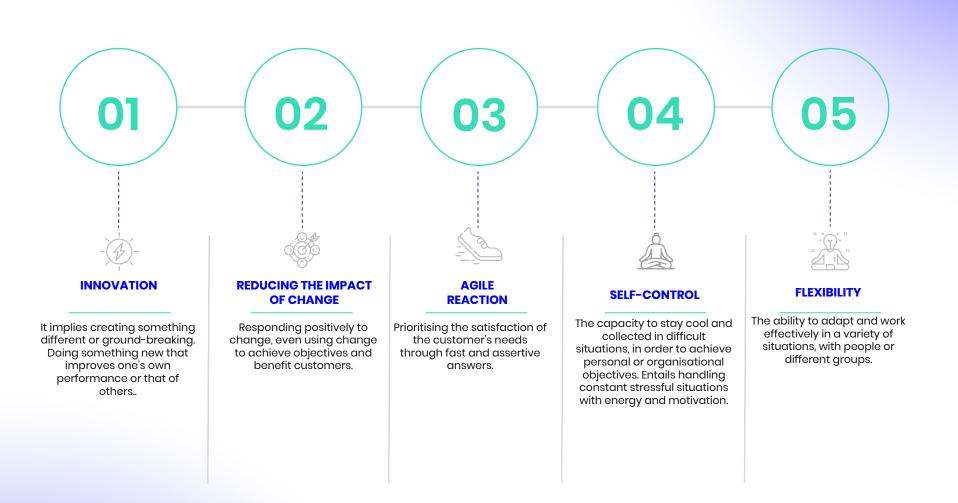




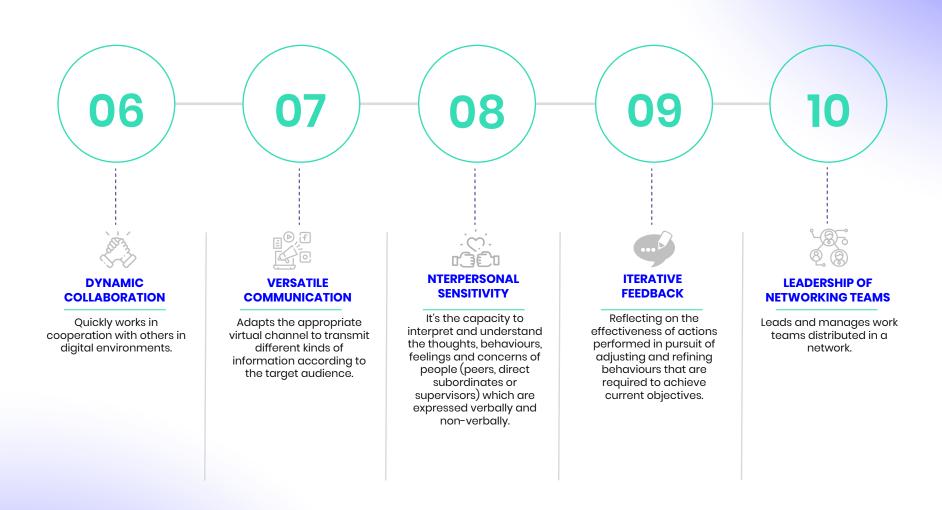
AGILE COMPETENCIES MODEL



POSITIVE CHANGE MANAGEMENT IN VUCA TIME COMPETENCIES MODEL



POSITIVE CHANGE MANAGEMENT IN VUCA TIME COMPETENCIES MODEL





ENTREPRENEURSHIP COMPETENCIES MODEL



SELF-CONFIDENCE

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

INITIATIVE

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.

PERSEVERANCE

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

RISK MANAGEMENT

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

BUSINESS SKILLS

Ability to develop partnerships that are beneficial to the parties involved. 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.

TEAM LEADERSHIP

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.

