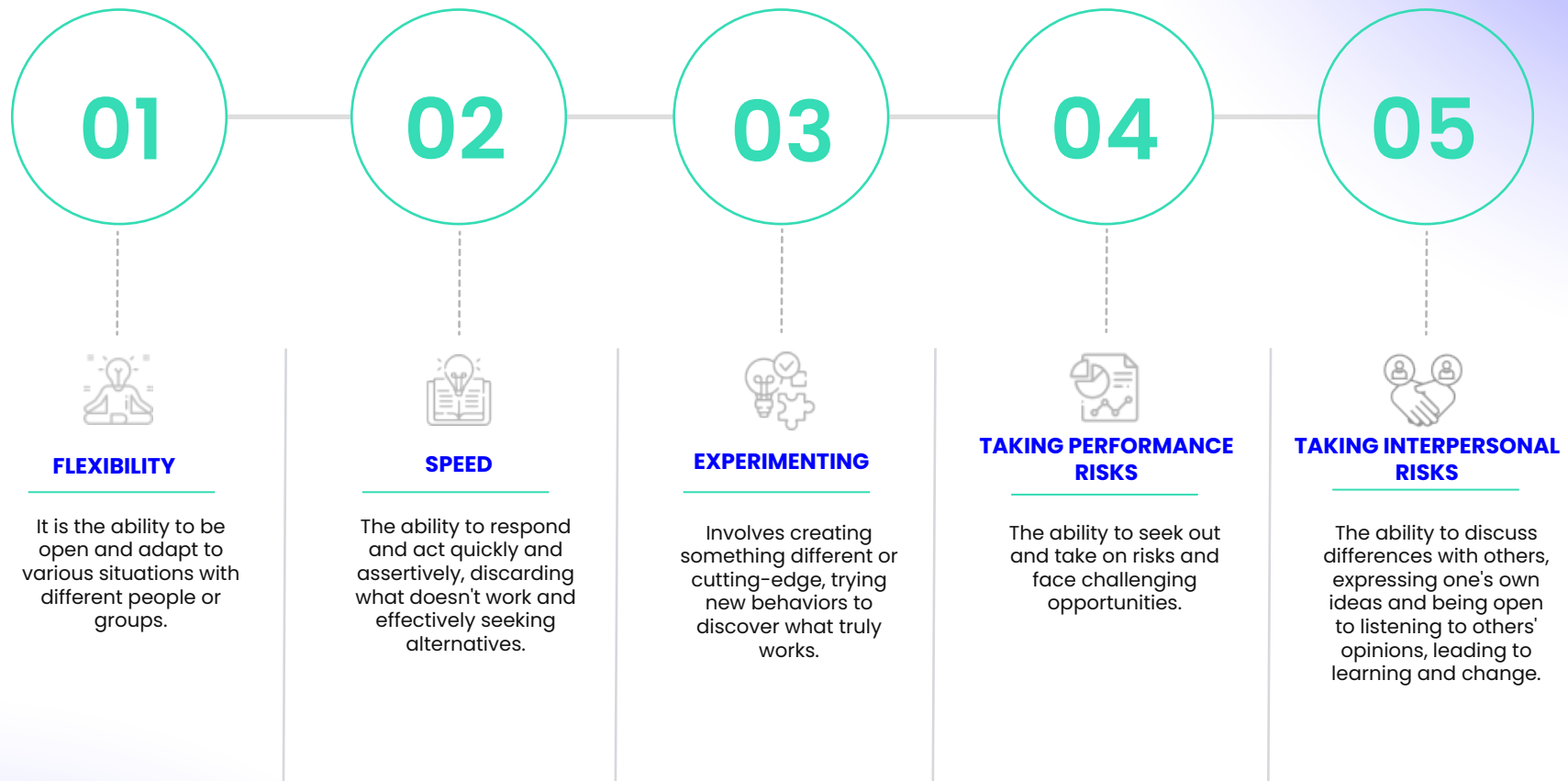
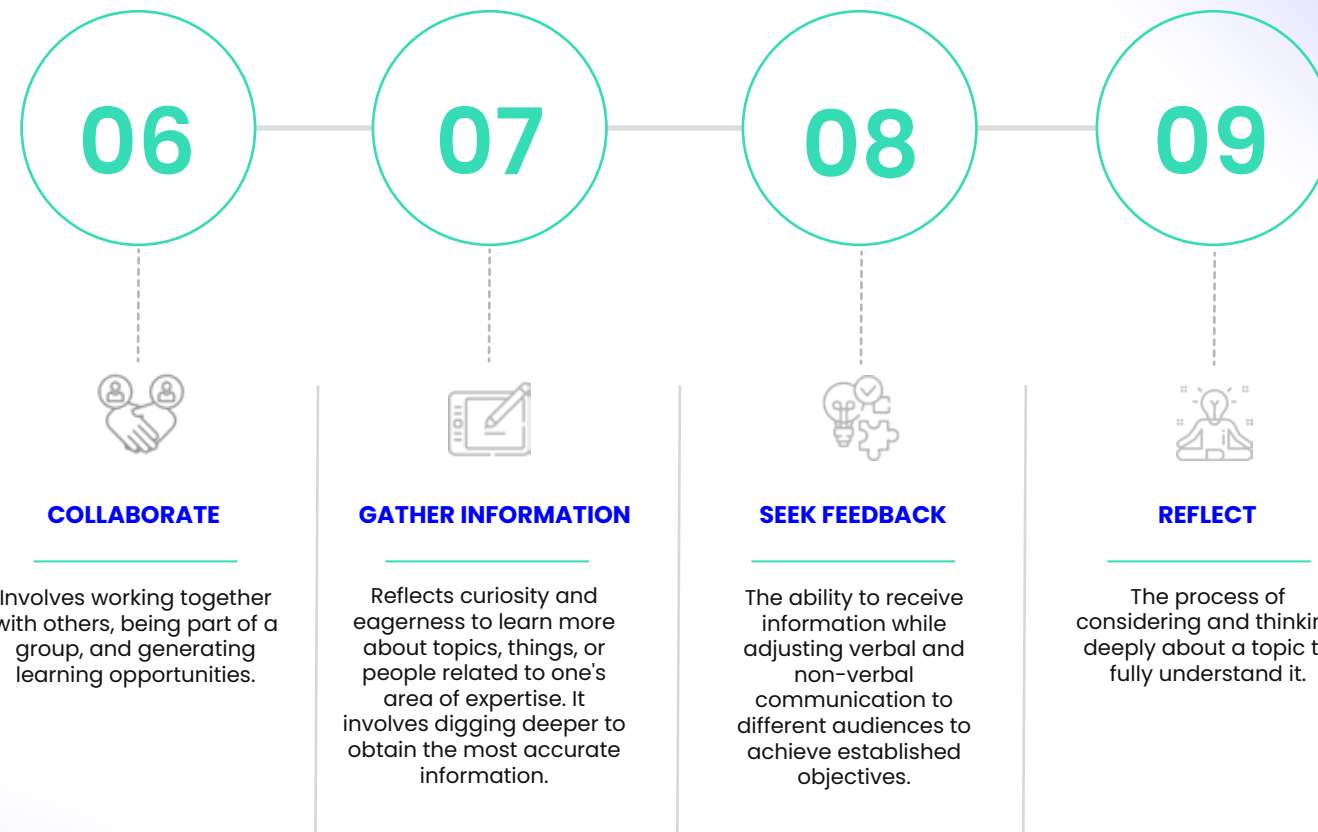


# LEARNING AGILITY

## COMPETENCIES MODEL



# LEARNING AGILITY COMPETENCIES MODEL



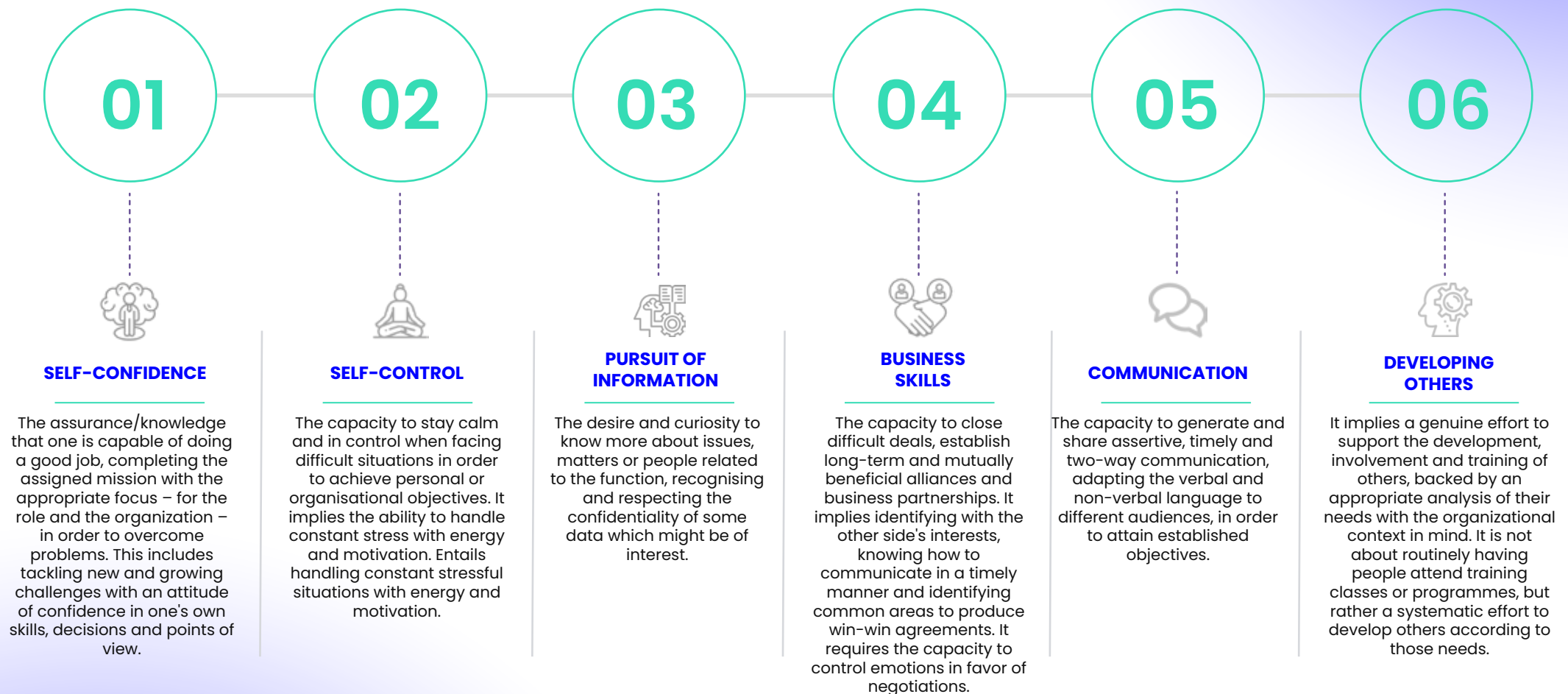
# FUTURE COMPETENCIES MODEL



# FUTURE COMPETENCIES MODEL



# PDA GENERIC COMPETENCIES MODEL



# PDA GENERIC COMPETENCIES MODEL

07



## PEOPLE MANAGEMENT

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.

08



## FLEXIBILITY

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

09



## OPERATING SKILLS

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.

10



## IMPACT AND INFLUENCE

It implies the intent to persuade, convince or influence others in support of one's own plans.

11



## INITIATIVE

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

12



## INNOVATION

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

# PDA GENERIC COMPETENCIES MODEL



# PDA GENERIC COMPETENCIES MODEL

19



## **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.

20



## **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.

21



## **POLITICAL SENSITIVITY**

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

22



## **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.

23



## **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.

24



## **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.

# DIGITAL COMPETENCIES MODEL

01



## CREATIVE INFORMATION MANAGEMENT

Seeks, obtains, creates, assesses, organises and shares information in digital contexts.

02



## DYNAMIC COLLABORATION

Works swiftly in cooperation with others in digital environments.

03



## VERSATILE COMMUNICATION

Adapts the right virtual channel to transmit different types of information according to the target audience.

04



## VERSATILE COMMUNICATION

Adapts the right virtual channel to transmit different types of information according to the target audience.

05



## EXPONENTIAL LEARNING

Self-manages their own learning using digital tools that broaden their field of action.

06



## STRATEGIC FORESIGHT

Has a more global outlook on the digital phenomenon and incorporates it into various future scenarios.

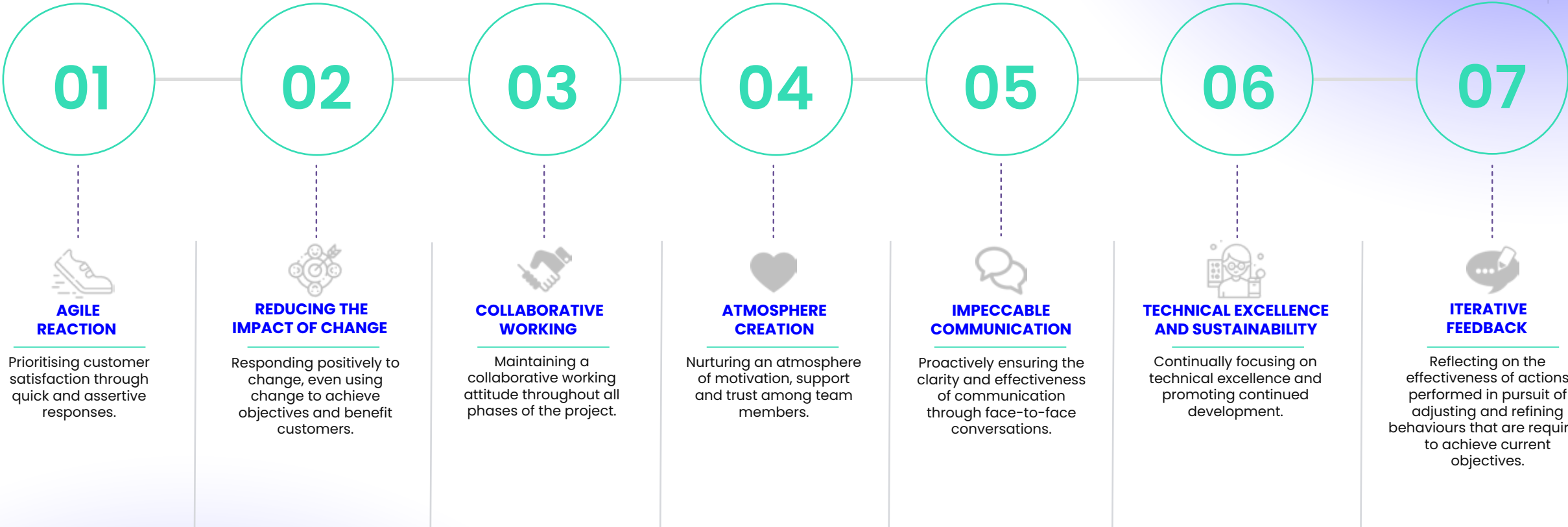
07



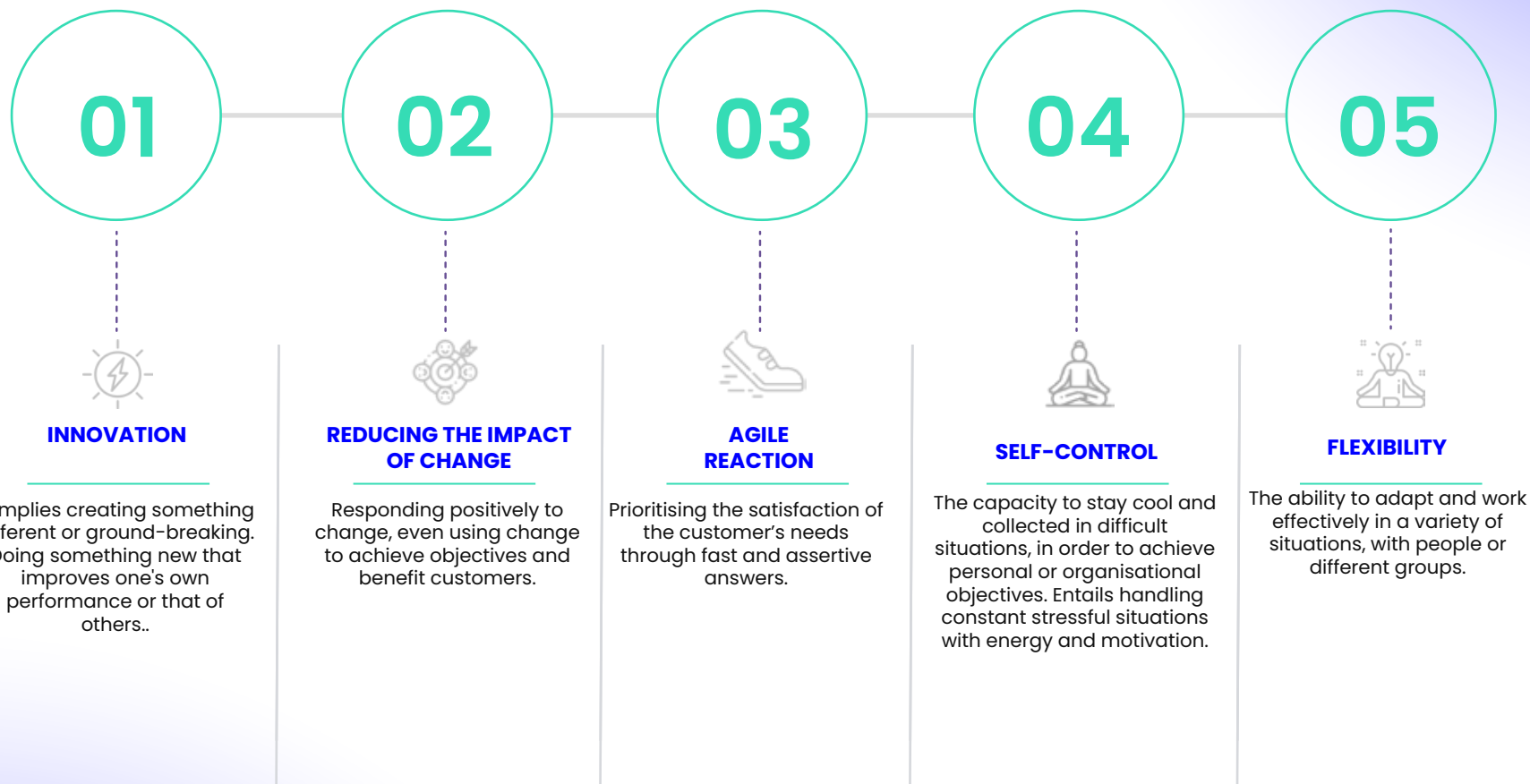
## FLUID FEEDBACK

Provides and receives contributions that help refine, modernise or optimise online operations.

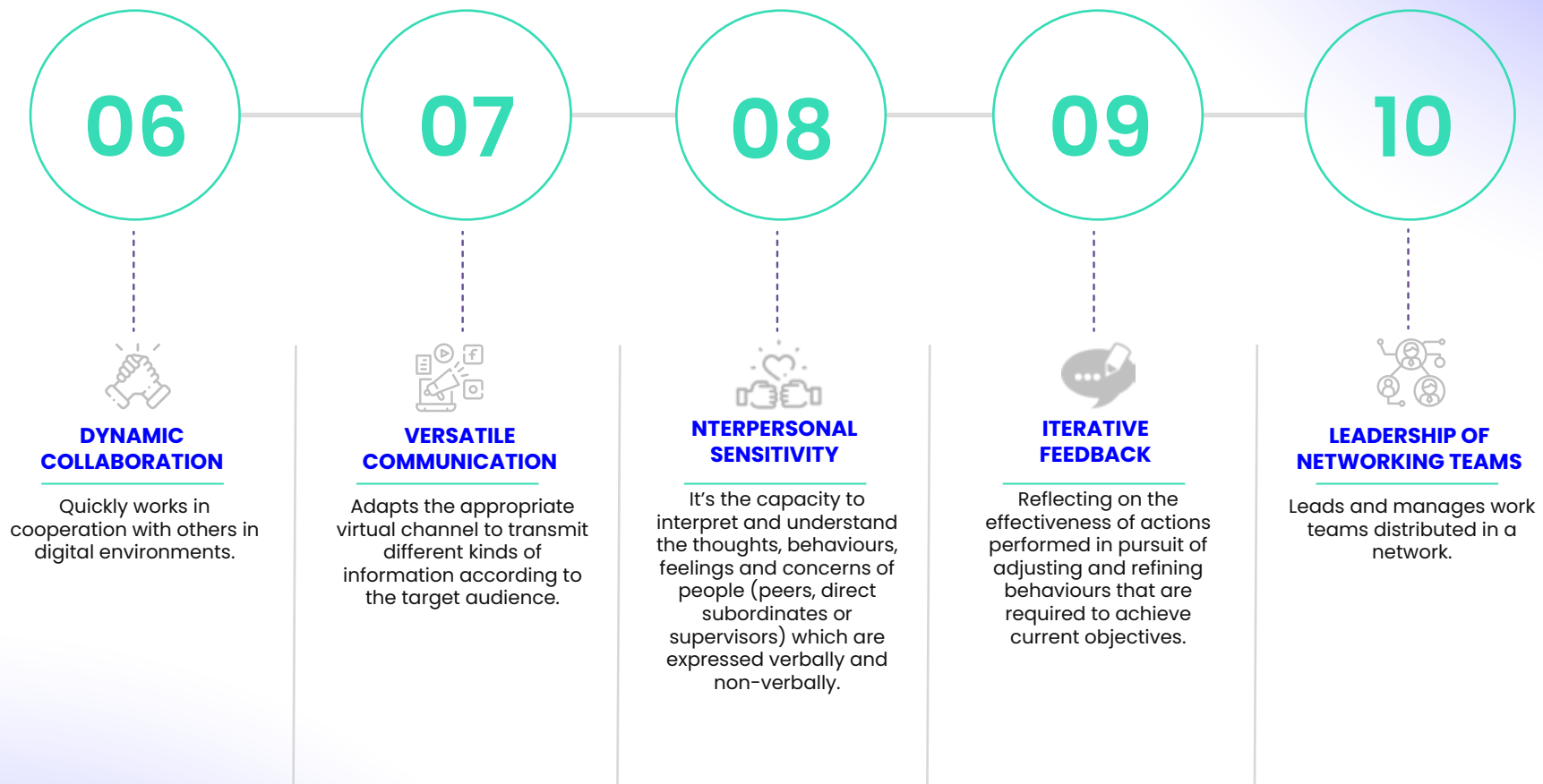
# AGILE COMPETENCIES MODEL



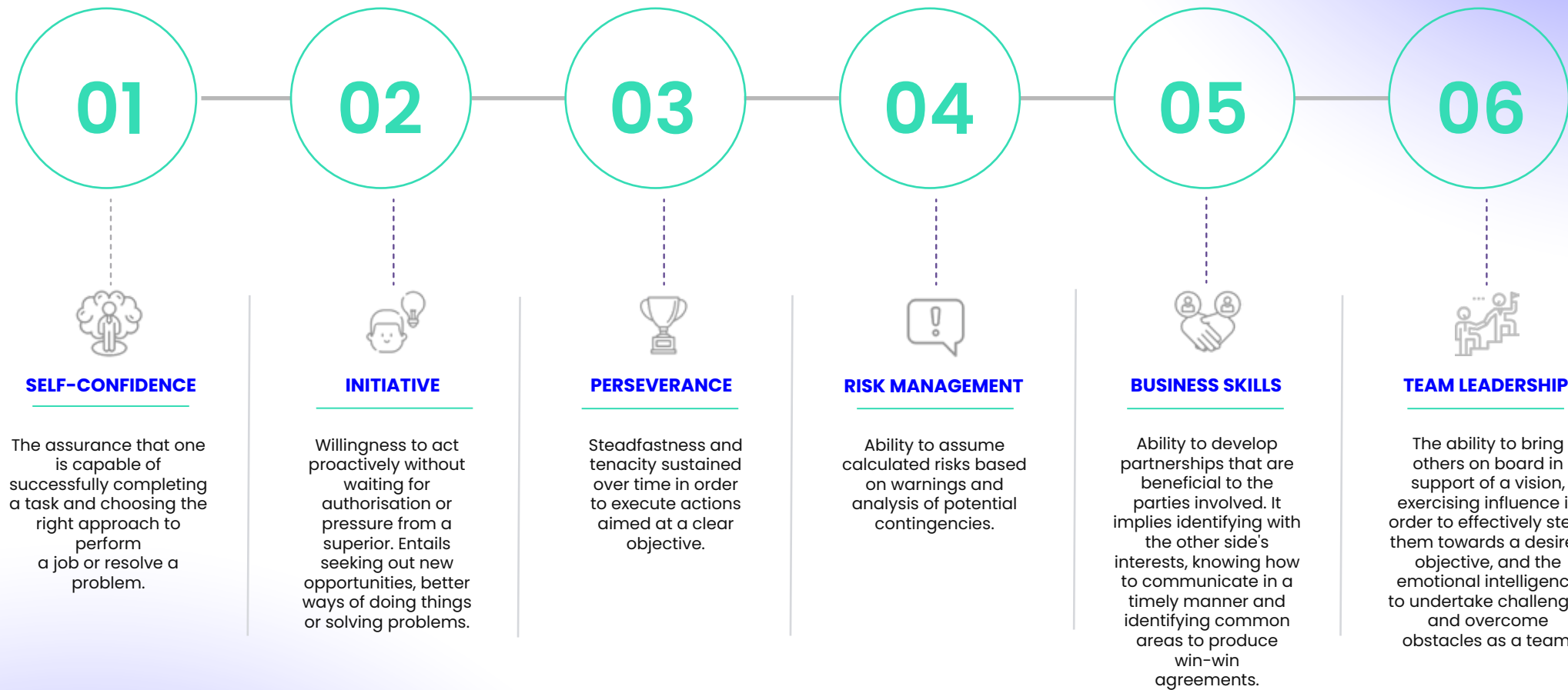
# POSITIVE CHANGE MANAGEMENT IN VUCA TIME COMPETENCIES MODEL



# POSITIVE CHANGE MANAGEMENT IN VUCA TIME COMPETENCIES MODEL



# ENTREPRENEURSHIP COMPETENCIES MODEL



# SUSTAINABILITY COMPETENCIES MODEL

01



## SYSTEMIC THINKING

The skills to recognize and understand relationships; to analyze complex systems; to think about how systems are integrated across domains and scales; and to deal with Uncertainty.

02



## ANTICIPATION

The skills to understand and evaluate multiple future scenarios - the possible, the probable, and the desirable; to create one's own visions of the future; to apply the precautionary principle; to assess the consequences of actions; and to deal with risk and change.

03



## REGULATION

The skills to understand and reflect on the norms and values that underlie our actions; and to negotiate sustainability values, principles, objectives and goals in a context of conflicting interests and trade-offs, uncertain knowledge and contradictions.

04



## STRATEGY

The skills to collectively develop and implement innovative actions that foster sustainability at the local level and beyond.

05



## COLLABORATION

The skills to learn from others; to understand and respect the needs, perspectives and actions of others (empathy); to understand, identify and be sensitive to others (empathetic leadership); to address conflicts in groups; and to facilitate collaborative and participatory problem solving.

06



## CRITICAL THINKING

The ability to question norms, practices and opinions; to reflect on one's own values, perceptions and actions; and to take a stand in the sustainability discourse.

07



## SELF-AWARENESS

The ability to reflect on one's role in the local community and (global) society; to constantly evaluate and drive one's own actions; and to deal with personal feelings and desires.

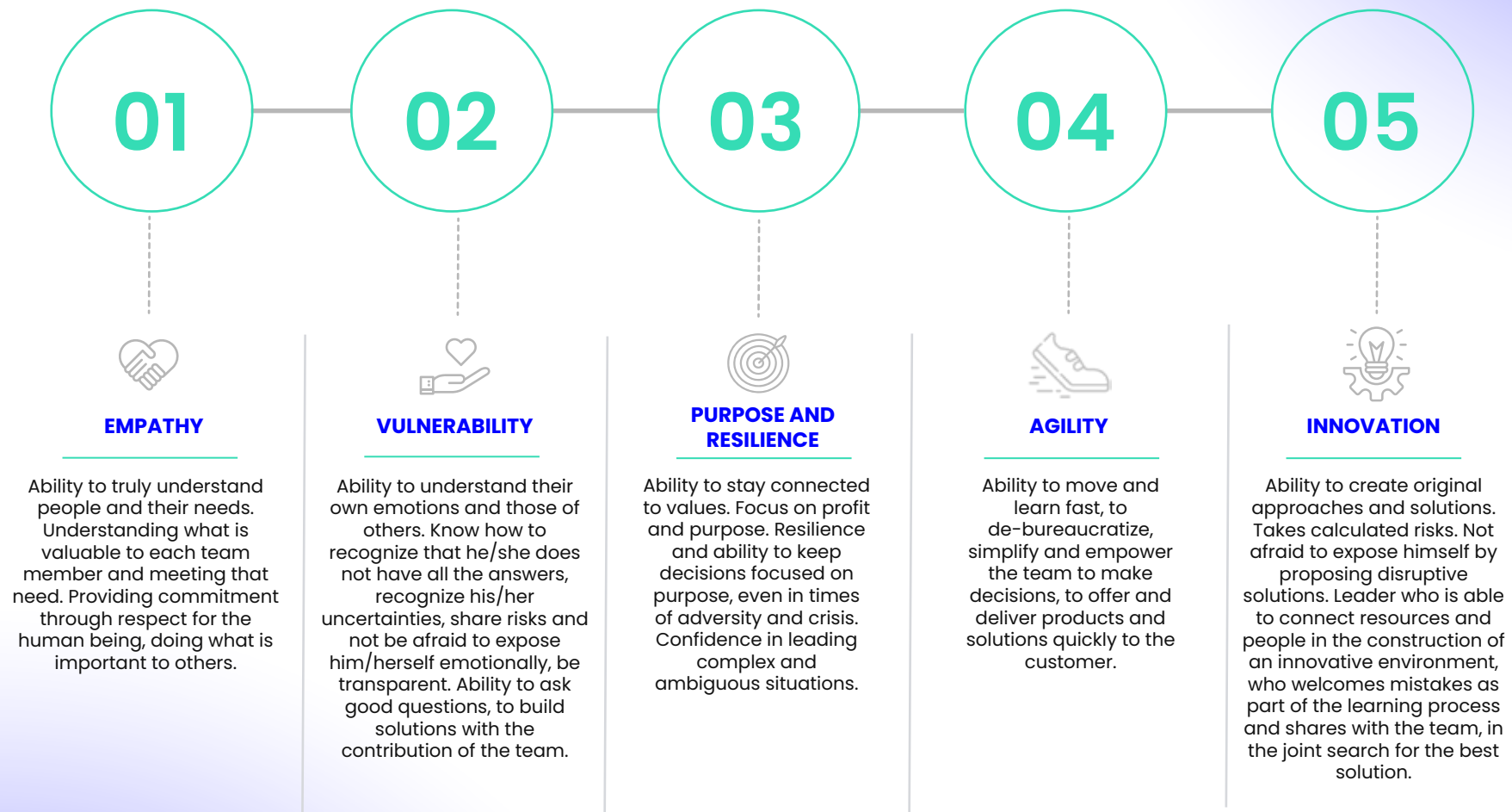
08



## PROBLEM SOLVING

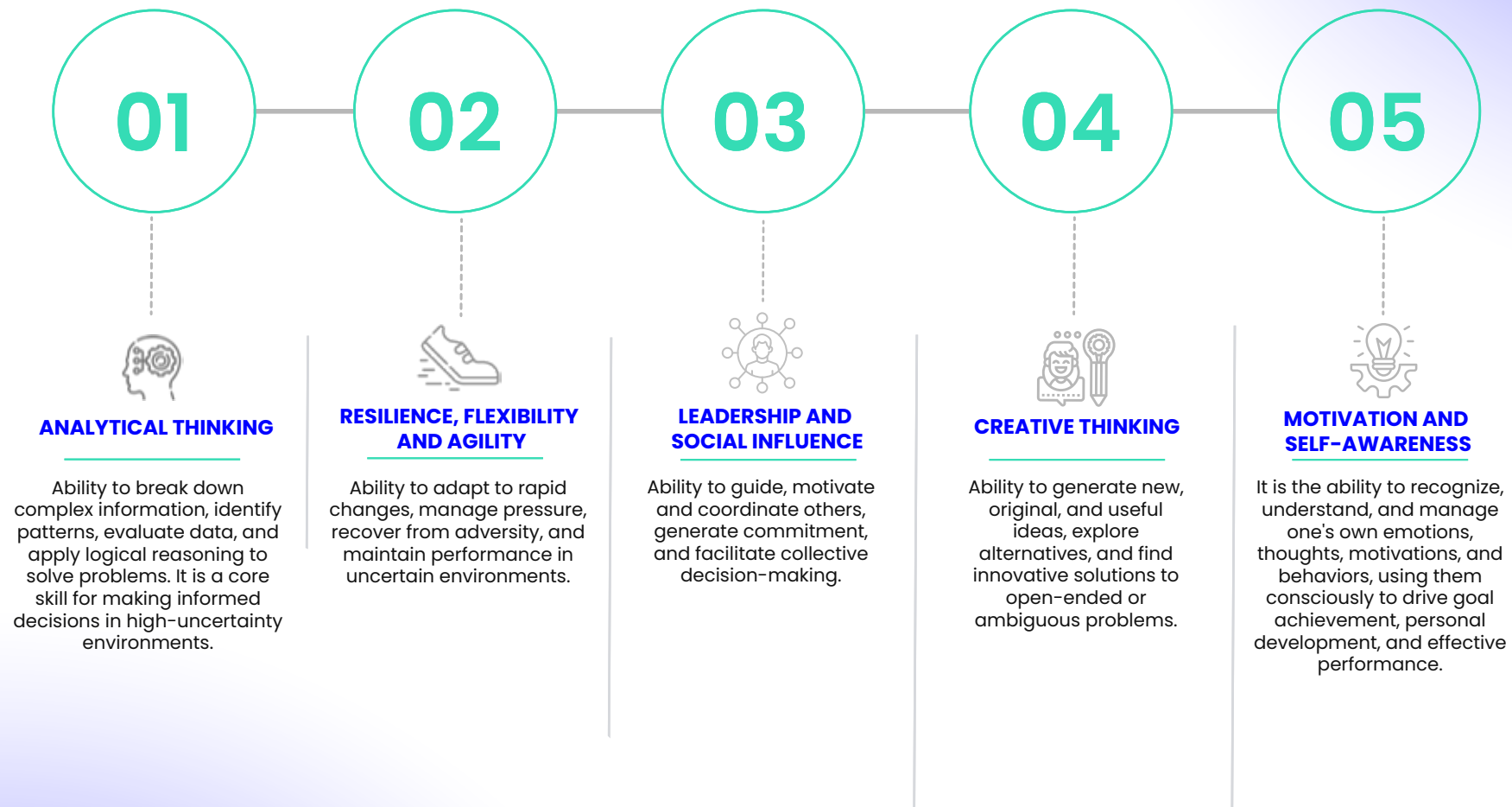
The general ability to apply different problem-solving frameworks to complex sustainability problems and to devise equitable solution options that promote sustainable development, integrating the above competencies.

# POSITIVE LEADERSHIP COMPETENCIES MODEL



# CORE COMPETENCIES 2030 (WEF)

## COMPETENCIES MODEL



# CORE COMPETENCIES 2030 (WEF)

## COMPETENCIES MODEL

