

4D Competence Model



PEOPLE – THE DIPLOMATS

People who's main focus is oriented to other people tend to communicate with the purpose of understanding others (customer focus), demonstrate an attitude of being empathic towards others (empathy), achieve change by understanding and adapting themselves to others (respecting diversity), and built their network around people they like.

Customer Focus

Pro-Active: The candidate actively prepares for and reacts to emerging spoken and unspoken customer needs and wishes.

Listening: The candidate listens in an active and genuinely interested way; lets others time to speak up and lets them say what they have to say.

Questioning: The candidate can identify the message behind the message, the need behind the need and is able to adapt to varying customer needs.

Service: The candidate actively pursues a high level of service delivery; comes up with solutions, suggestions etc. without being asked; is always of service to all customers.

Handling Complaints: The candidate handles complaints in a calm and friendly manner, even if the customer stays negative.

Empathy

Recognize: The candidate recognizes concerns and needs people have in certain situations.

Feel: The candidate is able to imagine how people feel in certain situations and tries to help them.

Giving Positive Feedback: The candidate gives well-earned, positive feedback to others.

Tact: The candidate handles problems and communicates in an honest and tactful way.

Integrity: The candidate maintains confidence and communicates in an integer way.

4D Competence Model



PEOPLE – THE DIPLOMATS

Respecting Diversity

Understanding: The candidate is able to understand that own norms, values and behavior are culturally and/or educationally determined and acknowledges the relativity of them.

Accepting: The candidate accepts that other people have other values and norms and act or express themselves in a different way.

Learning: The candidate wants to learn about differences in order to be able to adapt.

Adapting: The candidate wants and is able to adapt to people with different educational and cultural backgrounds.

Reconciling: The candidate is able to reconcile different behavior and ways of expressing.

Team Spirit

Building Relationships: The candidate actively contributes to building relationships and a friendly and safely working environment.

Pro-active: The candidate takes opinions of other team members into account .

Consensus: The candidate always tries to reach consensus within the group and among group members.

Supporting: The candidate strongly supports team decisions.

Sharing: The candidate shares due credit for a project with the whole team.

4D Competence Model



VISION – THE NETWORK BUILDERS

People whose main focus is on themselves, but who need other people to reach their goals. They tend to communicate with the purpose of persuading others (persuasion), they demonstrate a sympathetic and likable attitude (sympathy). They achieve change by adapting and changing processes and methods to new situations (innovation). Networks are build around people with influence that are able to help reaching the set goals (politics).

Persuasion

Verbal Skills: The candidate is able to communicate visions and opinions in an inspiring way to convince others about his/her cause or way of working.

Presentation Skills: The candidate is able to adapt presentations to suit a certain audience.

Handling Objections: The candidate is able to handle objections and confront negative attitudes successfully.

Negotiation Skills: The candidate is able to negotiate with different parties, earn trust and succeeds in making win-win deals for all parties.

Assertiveness: The candidate shows self-esteem and is confident about the relevance and attainability of his/her visions and causes and can communicate this effectively towards others.

Sympathy

Enthusiasm: The candidate is able to inspire others with enthusiasm about certain visions or causes in positive as well as in negative circumstances.

Empowering: The candidate communicates his/her vision in a very powerful way.

Energizing: The candidate is able to energize and motivate people in order to reach goals.

Value: The candidate communicates the high value of his/her vision, project or cause.

Positive Attitude: The candidate exhibits a very positive attitude towards people and tasks.

4D Competence Model



VISION – THE NETWORK BUILDERS

Innovation

Opportunity Finder: The candidate is able to find new opportunities for development of the product or the market; changes focus quickly as demand changes.

Challenger: The candidate challenges conventional methods and constantly comes up with new ideas and he/she is able to innovate when the usual methods don't work.

Adapting Methods: The candidate is able to adapt the usual methods so they can be used in a new environment or situations.

Continuous Learning (content): The candidate stays informed about changes and trends in the market.

Sets Self-Development Goals (skills): The candidate learns new skills and methods, constantly refines his/her knowledge and identifies own areas of opportunity.

Politics

Identify Key People: The candidate is able to identify key people, who are able to change things and help reaching goals, and establish contact with them.

Understand Political Dynamics: The candidate understands the underlying political dynamics of the company as well as of the market.

Flexibility: The candidate is able to adapt his/her style and approach to different circumstances.

Contact: The candidate easily makes contact and is very outgoing.

Multilevel/Multifunctional: The candidate can adapt his/her approach to people of all levels and functions.

4D Competence Model



ACTION – THE CHANGE MANAGERS

People whose main focus is on tasks, tend to communicate with others in order to reach goals (goal setting), they demonstrate a very competitive attitude (competitive) towards others. They achieve change by making decisions in an action-driven way. Networks are built in order to get results quickly and reach goals.

Goal setting

Sense of Reality: The candidate has a clear and sober view on the attainability of the set goals.

Use of Common Sense: The candidate uses his/her common sense and doesn't falter around details.

Flexibility: The candidate is able to remain open-minded and can change his/her opinions and goals on the basis of new information that could influence reaching the set goals.

Initiative: The candidate can transform leads into productive business outcomes.

Prioritizing: The candidate is able to determine project or goal urgency in a meaningful and practical way.

Competitive

Ambition: The candidate is ambitious, works hard on projects and setting goals and wants to "climb" the corporate ladder fast.

Commitment to Task: The candidate is available around the clock in case of emergency and works long hours.

High Standards: The candidate has set high quality standards for his/her work.

Persistence: The candidate is able to bring a started task to a good end despite difficulties.

Independence: The candidate is able to work alone without constant supervision from superiors, even in difficult circumstances.

4D Competence Model



ACTION – THE CHANGE MANAGERS

Decisive

Judge Project Urgency: The candidate determines what projects have to be handled most urgently and can decide about what to do first in an effective way.

Decisiveness: The candidate can take important decisions and is able to oversee the consequences of those decisions in time and space; makes the decision and follows through on it.

Autonomy: The candidate is able to judge in what situations he/she can make decisions and in what situations the boss has to be asked.

High Risk: The candidate is able to take quick action in a high-risk situation; is able to assess a situation and can make an optimal and speedy decision despite limited information.

Personal Responsibility: The candidate can take responsibility for outcomes of decisions and actions he/she has taken.

Results Driven

Multiple Projects: The candidate is able to perform a wide variety of tasks and can manage transitions effectively from task to task.

Delegate: The candidate is able to delegate tasks and responsibility.

Working Standards: The candidate sets high demands and expects high quality from all his/her co-workers and subordinates.

Coping: The candidate is able to overcome drawbacks and is able to maintain a solution-oriented approach despite difficulties (unresolved situations, frequent changes, delays or unexpected events.)

Sense of Urgency: The candidate has a great sense of urgency about getting results and is sometimes pushy towards co-workers in order to get the results.

4D Competence Model



SYSTEM – THE PRAGMATIST

Procedure Oriented

Routine: The candidate concentrates on routine work details.

Quality: The candidate establishes high standards and measures and grooms his/her work into detail.

Preciseness: The candidate makes almost no mistakes during the work and can deliver a perfect work after a final check.

Process: The candidate focuses on the whole process rather than on isolated events.

Procedures: The candidate follows standard procedures in crisis situations.

Efficient

Organizing: The candidate is able to plan and coordinate tasks in a way that the candidate can efficiently reach a set goal, he/she creates detailed action plans, organizes and schedules people and tasks.

Coordination: The candidate is able to see the different aspects of the working field and work on them in order to harmonize them.

Resource Management: The candidate is able to control his/her own time and time of direct reports; prepares budgets and spends money wisely, ensures that people have the needed equipment, identifies and fulfills staffing needs.

Reporting: The candidate is able to organize and maintain a system of records.

Accuracy: The candidate ensures accuracy in documentation and data, monitors gauges, instruments or processes in an accurate and careful way.