

SAMPLE COMPETENCY FRAMEWORK

COMPETENCY: Strategic Orientation

Definition	Themes	Relevance to Organization XYZ
Ability to identify emerging opportunities for business growth; take calculated risk to achieve the larger business objective; think ahead to spot or create opportunities and deliver against such opportunities.	<ul style="list-style-type: none"> Objectives formulation and implementation plans keeping in view long term interests Opportunities capitalization and risk mitigation 	This competency ensures a long term view of the critical goals for ,XYZ, the risks associated along with the potential opportunities linked to the goals

Themes	PL1	PL2	PL3	PL4	PL5
Objectives, formulation and implementation plans keeping in view long term interests	Understands the organization's objectives and strategies	Establishes a link between short-term actions in daily business and their implications for the department	Identifies implications of his and his team's short-term actions on the department, business and its market position.	Constantly reviews own objectives to ensure they support XYZ's long-term strategic aims, and makes changes or challenges if they do not.	Recognizes the impact of the market, the society, and the environment on long-term tasks, opportunities and trends from the company as a whole. Takes the impact into consideration when developing long-term strategies. Reviews own actions in relation to the business strategy, XYZ's Vision and tries to take the overall context into consideration at the planning stage.
Opportunities capitalization and risk mitigation	Takes the medium- and long-term consequences of own decisions on economic success and customer relations into consideration.	Reviews own actions in relation to the departmental strategy and tries to take the context into consideration at the planning stage.	Anticipates future problems or complex issues at the planning stage itself	Makes complex ideas, issues and situations clear and understandable, and can relate these to the wider context of the organization	Considers multiple perspectives when contemplating the impact key issues may have on the organization and wider community and design alternative business strategies and visions accordingly

COMPETENCY: Decision Making

Definition	Themes	Relevance to XYZ
Decision Making is the capacity to understand the situation, analyze the pros and cons of alternative courses of action, weigh the inherent risks and accelerate closure by presenting oneself in an assured, directive, impressive and unhesitating manner. It includes a balanced outlook, clarity on priorities, and a consistent display of a decisive mindset. It also includes understanding the risk quotient of the business and managing the same in a dynamic manner. The emphasis of this competency is on taking timely decisions and owning decisions made by self and the team	<ul style="list-style-type: none"> • Impact of decisions • Timeliness of Decisions • Ownership for Self & Team Decisions 	This competency ensures continued performance in the face of implementation challenges. This competency is important as it benefits the organization from rational and logical decision making framework which sets guidelines for achieving results. This competency looks at handling a variety of operational issues especially in a large multi purpose facilities, this competency would facilitate delivery on time, within budgets and as per quality standards.

Themes	PL1	PL2	PL3	PL4	PL5
Impact of Decisions	Considers impact only on own work area while making decisions	Considers impact on directly involved parties when making decisions Knows how to analyze difficulties down to their root causes to get round them better	Able to clearly identify implications of decisions on other departments and keeps them in mind while decision making Able to balance conflicting stakeholder concerns while making decisions	Takes team, corporate and customer perspective into account when making decisions; accurately predicts outcomes of various of alternatives	Ensures decisions are consistent with the larger goals of the organization; Ensures that a wide range of potential long term implications on internal and external stakeholders are fully thought through
Timeliness of Decisions	Demonstrates ability to take timely decisions when clear guidelines and policies are defined	Demonstrates ability to take timely decisions based on precedence in the organization, even where clear guidelines, policies are not defined	Able to take timely decisions that may have significant impact based on one's earlier experience	Makes timely decision even when faced with unprecedented situations based on available information and expert opinions	Takes timely decisions that have a significant or long-term impact, having consulted and involved others where appropriate; Able to balance conflicting stakeholder perspectives
Ownership for Self & Team Decisions	Takes ownership for one's decisions and any outcome thereof	Takes ownership for any decisions taken by one's team	Takes ownership of any decisions taken with one's consultation that may have an impact on the organization	Takes decisions even when a tough stance is necessary and takes full ownership of all consequences	Ensures that others are accountable for decisions taken by them & they understand the impact of the decisions Stands by decisions even if they are unpopular if they are for the good of the organization