EUROCONTROL

INTERACTING

Communication

Networking

Influencing

Teamwork

MANAGEMENT

Managing people

Planning & organisation

Managing change

Organisational Awareness

BUSINESS LEADING

Strategic focus

Vision

Leading

PROFESSIONAL

Customer focus

Quality focus

Result focus

THINKING

Problem solving

Analytical thinking

Creativity & innovation

Decision making

Behavioural Competency Model

2018

Organisational Development

INTRODUCTION

The Agency Competency Model is composed of two models: the technical and behavioural competency models. The Model has been created to describe how staff need to perform in order to deliver on EUROCONTROL's strategy. The Model provides an alignment and a common language for key HR processes: staff planning, job analysis, recruitment and selection, performance management, staff development and career planning.

The Model will help managers and staff to define and understand job requirements and expected performance to ensure organisational fit.

The behavioural competencies define competencies that are observable and impact the output and quality of work that people deliver. A competency is a combination of behaviours, skills, attitudes and knowledge. This brochure outlines the behavioural competencies, the different levels and observable indicators.

The technical model outlines the technical competencies grouped into domains of knowledge and is available on the intranet.

BEHAVIOURAL COMPETENCY MODEL STRUCTURE

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INTERACTING

COMMUNICATION:
Expresses him/herself clearly, concisely and in an appropriate style both orally and in writing and ensures the sharing of information

L 1: Expresses information and ideas effectively

- Asks questions and summarizes
- Expresses information and opinions in writing and orally in a clear and concise way
- Clarifies information and understanding by asking questions as needed
- Uses appropriate style and vocabulary when writing or speaking to others
- Illustrates with examples and visual aids to clarify data and understanding

L 2: Fosters two-way communication

- Listens actively to the views of others
- Encourages open expression, including dissent and contrary viewpoints
- Is confident and assertive when delivering presentations/public speeches or speaking in front of an audience
- Makes proper use of jargon, depending on the type of audience
- Considers the concerns of others by reflecting their perspectives

L 3: Adapts communication to different situations and audiences

- Shares complex information in a structured and easily comprehensible way (orally and in writing), adapting his/her communication technique to the audience
- Tailors communication, taking into consideration the cultural aspects of an audience
- Answers with calm and assurance to the audience's questions and feedback
- Delivers unpopular messages with tact and diplomacy
- Communicates with different organisational levels in a variety of styles and formats in a way that is engaging

L 4: Conveys complex information in diverse situations

- Engages in communication (oral/written & internal/external) which is clear and consistent with the organisation's vision and mission
- Communicates strategically (i.e. timing, type of audience, etc.) to achieve specific objectives and demonstrates excellent judgment as to what information should be communicated.
- Translates complex information into meaningful and understandable messages to internal and external audiences
- Cascades (crisis) information in an unambiguous and transparent way
- Copes with "in line of fire" questions, handles remarks efficiently while remaining focused

NETWORKING:
Builds and maintains networks and contacts within/outside the Agency to achieve business objectives

L 1: Identifies sources of information and develops trusting relationships

- Seeks relevant information from others (i.e. customers, colleagues, etc.)
- Builds professional networks within the organisation at different levels
- Identifies areas of common interest to establish working relationships
- Builds an open and trust-based rapport to develop a basis for future interactions
- Collaborates with contacts when needed to maintain mutually beneficial networks

L 2: Maintains and expands effective networks

- Establishes and actively maintains formal and informal contacts within the business in order to build sustainable relationships
- Actively fosters contacts to facilitate the progress of work by sharing information, best practices, respective interests and areas of expertise.
- Identifies multi-disciplinary partners and develops links with those who can provide support in delivering expected business results
- Takes advantage of external activities (i.e. meetings, events, seminars, etc.) to partner with relevant groups/individuals
- Identifies existing networks which could be beneficial to others, and connects them

L 3: Designs network with a view to developing strategic connections

- Continuously establishes who the key partners and influencers are with a view to including them in business-related discussions
- Builds a wide and strong network across stakeholders and other relevant organisations
- Develops external relations to bring further knowledge and good practises into the Agency
- Is aware of the political, economical, and social context in order to have a comprehensive approach towards own network
- Cultivates internal and external networks in anticipation of future business needs/plans

L 4: Invests in networks instrumental in achieving business goals

- Makes use of the established network to support business developments/opportunities
- Facilitates (and attends) forums/events to develop new alliances and networks
- Identifies potential future areas of mutual interest to build new strategic relationships
- Makes use of established network to gain entry to higher levels and strategic decision-makers
- Uses alliances and key influencers appropriately to obtain information of strategic importance to achieve strategic goals

INFLUENCING:
Gaining acceptance and buy-in from others, using convincing arguments

L 1: Persuades others through the skilful use of available information

- Gets a point across in an assertive and convincing manner
- Uses all data available to put forward a case as support to arguments
- Makes use of relevant visual aids and examples to back up arguments
- Builds on positive initiatives/experiences to gain support
- Uses established contacts to influence a situation

L 2: Tailors style and approach to impact others

- Selects the right moment to maximise the chance to create the desired impact
- Seeks compromises to reach agreement
- Takes the type of audience into consideration when preparing argumentation
- Anticipates reactions and adapts the influencing style accordingly
- Changes the opinion of others by adapting arguments, taking into account different interests

L 3: Sells the benefits of ideas

- Presents the benefits of ideas through balanced analysis
- Emphasizes the positive aspects of own arguments
- Counter-argues effectively if argument is challenged
- Involves experts or third parties to influence the target audience
- Makes use of the win-win approach to achieve the set targets

L 4: Builds alliances and develops influencing strategies

- Makes use of political situations to persuade other parties
- Creates and uses long-term alliances, builds behind-the scenes support for ideas
- Applies effective influencing strategies to sell ideas to stakeholders
- Shares own tactics with key decision makers and collaborators to ensure acceptance of proposals
- Builds on common ground and uses indirect influencing tactics (e.g. gets others to think it is their idea/proposal)

TEAM WORK:
Works collaboratively or incites collaboration with others in pursuit of shared goals

L 1: Displays a collaborative approach

- Shows commitment to the team's purpose and goals and actively contributes to achieving them
- Easily adapts to the team dynamics, works well in groups
- Respects team decisions and is able to compromise
- Shifts own priorities as needed to meet team goals
- Offers support spontaneously to reach positive results

L 2: Fosters teamwork

- Consults and listens to others and values their contribution
- Makes efforts to diminish tensions with colleagues and helps to reach consensus
- Supports others and takes account of sensitivities as needed
- Allows others to collaborate in own assignments to foster teamwork
- Encourages group interactions across (multi-site) team members

L 3: Builds collaborative team(s)

- Generates enthusiasm and energises groups to collaborate in delivering business objectives
- Acknowledges and gives credit to the achievement of teams
- Address effectively team interpersonal conflicts and helps to reach consensus
- Develops and transmits a common team purpose and direction
- Capitalises on teams with differences in expertise, competencies and background

L 4: Maximises collaboration across different teams/services

- Encourages effective communication between different teams/services
- Identifies new opportunities for collaboration between different teams/services
- Sets up cross-service collaboration towards a shared goal and communicates clear collaboration expectations
- Removes barriers to increase the team's productivity and success
- Builds effective partnerships across all levels, inside and outside the organization

BUSINESS LEADING

STRATEGIC FOCUS:
Formulates strategy and objectives, and implements plans consistent with the long-term goals of the Agency taking into account internal and external factors impacting the strategy.

L 1: Understands the Agency's short and long-term strategy

- Understands the strategic direction of the Agency and how it impacts the working processes
- Understands internal and external factors impacting the strategy of the Agency
- Comprehends service goals and how they relate to the Agency's strategy
- Interprets the strategy to staff within area of responsibility
- Recognises (individual) contribution to promote and achieve strategic goals

L 2: Aligns action to strategy

- Links (own) goals and actions to the strategy of the Agency
- Builds roadmaps to translate strategy to operational actions
- Assesses if results are in line with the strategic objectives, and develops indicators to measure attainment
- Adjusts (service) goals and priorities in case of changing circumstances taking into account internal and external demands & developments
- Involves others to ensure continuous alignment of goals

L 3: Develops business/service strategy in line with Agency's strategy

- Translates long-term strategy into business strategy and objectives, and implements related strategic decisions with prior assessment of the impact on services and on the Organisation
- Monitors strategic effectiveness, measures attainment and gap, and takes corrective actions if necessary
- Encourages others to contribute to strategic topics (e.g. disrupters, future events, opportunities, etc.) and to gather information from various sources
- Aligns people, processes and structures to meet strategic goals and opportunities.
- Follows internal and external strategic developments, reviews accordingly and develops (contingency) plans for new, unexpected situations or changing business environment as required

L 4: Defines the strategic direction of the Agency

- Sets future goals for the Agency and focuses on long-term objectives and performance improvements
- Considers stakeholders' needs, political and economic trends when developing strategic plans
- Defines compelling organisational's direction and inspires others in pursuing a same organisational direction
- Establishes strategic performance measures.
- Provides direction to senior managers in developing strategic plans

VISION:

Has a long-term view on the Agency; aligns objectives, identifies opportunities and adapts vision to respond to changing environment.

L 1: Generates support for the Agency vision

- Understands the vision and supports implementation of operational actions in line with the vision
- Promotes the importance of each contribution to support the vision
- Encourages and supports cross functio nal work to achieve the vision
- Is optimistic about organisational goals and inspires others to pursue the same direction
- Understands how to translate the vision into operational goals

L 2: Aligns operational goals with Agency's vision

- Acknowledges organisational strengths and develops plans to address areas for improvement
- Takes into account the vision while defining or developing services, activities, projects, etc.
- Liaises and involves others to ensure alignment with the business goals and vision of the Agency
- Monitors work to ensure alignment with vision and strategic direction
- Highlights discrepancies between organisational objectives and vision

L 3: Influences Agency's vision

- Influences internal and external strategic key players into a desired direction that is in line with the Agency's vision for the future
- Identifies trends, opportunities and threats that will impact the decisions regarding future directions.
- Translates trends and opportunities into common interest to get buy-in from internal and external stakeholders
- Promotes relevance between the Agency's long-term perspective and the goals of the service
- Recognises the need of collaboration with external stakeholders, understands their functioning and develops an effective strategic network to achieve the vision

L 4: Develops the vision for the Agency

- Identifies and develops a vision by having a long-term perspective and anticipating future opportunities
- Promotes and communicates a vision for the future and inspires a sense of purpose.
- Listens to internal and external stakeholders, takes into account their interests and concerns in developing the vision
- Adapts vision to respond to changing internal and external business environment
- Provides direction to senior management to implement vision and strategic plans

LEADING:
Steers the Agency's mission by providing a clear sense of direction and ensuring implementation of organisational goals

L 1: Implements direction

- Formulates clear objectives in line with strategic Organisational goals
- Translates the Agency's direction into everyday actions
- Generates trust and credibility
- Further develops one's leadership potential by actively seeking for feedback and opportunities to enhance one's ability to lead
- Takes accountability for actions, successes and failures

L 2: Provides direction.

- Provides clear direction in line with strategic organisational goals
- Creates an organisational culture that is fair and supportive to professional development
- Identifies opportunities for development and growth of the Agency
- Leads the team/service by developping and implementing policies in line with the Agency's direction
- Empowers others, and recognises efforts/ initiatives that support the Agency's direction

L 3: Demonstrates direction

- Sets a clear direction by making strategic choices, taking into account how results impact the rest of the Agency
- Steers service through change and inspires a culture of engagement, innovation, evolution and ethical thinking
- Creates opportunities that lead to the development and growth of the Agency
- Guides others through uncertainty, ambiguity and crises
- Coaches and encourages others to learn from set-backs and failures

L 4: Defines direction and ensures implementation of the vision

- Translates the vision and values of the Agency into a clear direction
- Designs and adapts service structure to achieve strategic goals and meet changing needs
- Builds a strong senior management team to ensure growth and transformation to adapt to changing needs
- Keeps the vision, values and overall direction of the organisation at the forefront of decision-making and action
- Ensures effectiveness and growth under difficult circumstances that could involve lack of resources, competition, political and social pressure, etc.

MANAGEMENT

MANAGING PEOPLE:
Guides and develops staff with a view to steering them towards optimum results

L 1: Sets and implements team standards

- Establishes and clearly communicates roles, responsibilities and objectives
- Provides staff with expected standards of corporate behaviours and acts as a role model
- Makes use of relevant techniques and processes (eg KPI, e-PA) to review and monitor performance against defined objectives (eg KPI)
- Sets realistic deadlines and ensures that team assignments are completed
- Shares own knowledge and expertise

L 2: Implements effective people management practices

- Considers resources available, competencies and personal interests when distributing workload
- Adapts management style to others
- Recognises efforts/contributions and provides constructive feedback
- Resolves intra and inter team conflicts effectively
- Monitors and addresses gaps in staff development and performance

L 3: Encourages development as support to business objectives

- Proposes means and solutions to rationalise processes and activities
- Ensures knowledge/expertise is captured and shared within team(s)
- Sets initiatives to encourage collaboration across teams in the achievement of goals
- Provides staff with clear direction on development needs even in ambiguous times
- Facilitates and supports learning initiatives to enable the further development of individuals

L 4: Designs adequate people management strategies

- Takes initiatives to develop a culture of feedback, mutual trust, quality, learning and improvement
- Aligns team objectives and priorities with Agency business opportunities and strategic plans
- Drives cross-Agency teams to consistently improve performance and productivity
- Plans for succession by anticipating and identifying resources to ensure business continuity
- Anticipates areas where disagreements could emerge and addresses them effectively

PLANNING & ORGANISING:

Manages activities, resources and time with a view to accomplishing business objectives

L 1: Displays an organised and methodical approach

- Uses planning principles to ensure the achievement of tasks
- Breaks down activities into tasks
- Sets priorities for tasks and organises own work effectively
- Carries out a variety of tasks in an organised way and within the set timeframe
- Anticipates workload issues and plans how to deal with peaks over time

L 2: Plans ahead and adapts as required

- Manages activities/projects by using effective planning methodology and techniques
- Assesses priorities and establishes reviewed courses of action as required
- Ensures that systems are available to support activities
- Considers all resources available (i.e. people, budget, etc.) and adjusts them as needed
- Closely monitors progress, identifies issues and readjusts plans as required

L 3: Applies planning principles to achieve business objectives

- Maintains a helicopter view on the timeline and/or resources to reach business objectives
- Manages multiple projects or programmes using relevant methodology and techniques
- Develops long-term plans to realise large and/or complex projects/programmes and ensures that resources/time/costs are on track
- Anticipates blockages/risk factors and develops contingency plans to stick to the initial plans
- Identifies projects and/or programmes interdependencies and integrates them into the plans as needed

L 4: Organises Agency's activities effectively

- Ensures a harmonised approach across the Agency on the use of application processes
- Meets Agency targets by effectively prioritising strategic activities and by allocating resources
- Plans and organises work structures to improve the overall performance of the Agency.
- Deploys resources based on competencies with a view to delivering Agency-wide goals
- Identifies barriers that may hinder effective management of project interdependencies and acts upon them

MANAGING CHANGE:
Implements changes and manages the consequences in view of achieving business objectives

L 1: Responds positively to change

- Understands and recognises the need for change in work tasks, situations and environment
- Contributes to identifying better, quicker and less costly ways to achieve tasks
- Adapts behaviour and working methods to the needs of a changing situation
- Responds with flexibility to new ways of working
- Deals with unexpected situations by understanding and channeling the situation

L 2: Supports the change process

- Encourages colleagues in making the change happening
- Invites discussion of views on the change to ensure commitment
- Assesses risks, opportunities and consequences associated to a change
- Anticipates specific reasons underlying resistance to change and implements approaches to address them
- Identifies the modification needed in processes to adapt to a change and explains the impact on current practises

L 3: Manages effectively the change process

- Acts as a sponsor and provides drive during the change process
- Evaluates the nature of a change and its impact on the deliverables and resources
- Obtains stakeholders' buy-in on a change impacting the business
- Plans and implements change with defined milestones, deadlines and resources
- Identifies future needs for change that will contribute to progress towards identified objectives

L 4: Drives corporate changes at all levels

- Creates an environment where applicable which promotes changes by sharing successful change efforts throughout the Agency
- Fully considers the impact of change on the Agency and ensures feasibility in the existing context
- Ensures the development of alternative processes and policies wherever possible to respond to changing business needs and external demands
- Communicates a clear vision of the broad impact of change on the organisation
- Proactively constructs future scenarios in preparation for a change to make timely adjustments to the strategy

ORGANISATIONAL AWARENESS:
Demonstrates awareness of how the organisation functions, its internal/external dynamics, and context

L 1: Demonstrates understanding of the Agency's activities & values

- Demonstrates the corporate behaviours in everyday work situations
- Understands how own activities contribute to the objectives of the Agency
- Keeps up-to-date with major corporate ongoing activities
- Is aware of the Agency's culture and its organisational structure
- Understands how the Agency and the different Directorates function

L 2: Is aware of the instruments driving the Agency's objectives

- Understands and applies the Agency's policies, procedures, rules and regulations in own scope of activities
- Is interested in external information/communications on the organisation
- Knows what is and isn't acceptable given the rules, structures, decision-making bodies, code of conduct, corporate behaviours, and acts accordingly
- Is aware of the Agency's business plan and work programmes
- Is aware of major decisions and financial aspects impacting the organisation

L 3: Understands influences and operates effectively in a broader context.

- Knows who the organisation's stakeholders and key/decision makers are, their values and priorities
- Gets to know cross-Directorate peers to exchange on activities, methods, best practises, etc.
- Identifies and evaluates developments that may affect direction, programmes or plans
- Knows who the competitors are and identifies areas where the organisation can make a difference
- Is aware of the main political, social and economical drivers and issues impacting the organisation with a view to adapting service strategy accordingly

L 4: Ensures that organisational structure enables corporate performance

- Identifies the strengths, weaknesses, opportunities and threats (SWOT analysis) at corporate level
- Ensures that the Agency's structure and reporting lines are optmised to achieve objectives
- Spots organisational trends and adjusts strategy accordingly
- Understands or anticipates required changes and adapts the Agency's structure to improve performance
- Predicts how new situations will affect staff and activities, and prepares the organisation for them in advance

PROFESSIONAL

CUSTOMER FOCUS:
Commits to providing a service which satisfies the needs of both internal and external customers

L 1: Responds effectively to customer enquiries

- Shows interest and understands customer needs and expectations
- Strives to deal with customer enquiries in a helpful and timely manner
- Deals with customer feedback/complaints in an objective and professional way
- Interacts well with different types of customers
- Ensures the delivery of quality and compliance with established service standards

L 2: Adapts services to respond to customer needs

- Identifies customer needs and expectations accurately, and proposes adequate services
- Explains objectively how things are done and proposes alternatives when required
- Identifies ways to simplify processes for customers while guaranteeing sufficient quality
- Monitors customer satisfaction regularly and uses data to adjust services
- Keeps customers up-to-date on the available services and changes that might affect them

L 3: Develops and implements service excellence concepts

- Encourages and recognises a customer focus approach amongst staff
- Translates operational feedback into service improvements
- Analyses trends in customer feedback/needs with a view to optimising service provision
- Develops, implements and continuously improves standards, systems and processes that support service excellence
- Defines and monitors quality indicators as needed to support delivery of services

L 4: Considers the strategic direction of customer focus

- Defines a common customer focus strategy
- Anticipates accross the Agency customers specific requirements and expectations
- Uses relationship with customer to identify potential business growth opportunities
- Involves stakeholders to adapt strategy in order to improve service delivery
- Is accountable for reasonable risks taken to satisfy customer needs at the required quality level

QUALITY FOCUS:
Establishes and applies standards of excellence in all aspects of activities

L 1: Delivers consistent quality in work

- Adheres to standards, rules and procedures in own area of work
- Applies learning from previous experience to avoid mistakes
- Checks own work for accuracy and completeness
- Uses relevant systems (e.g. software) to keep track of records, deadlines, etc.
- Participates in the identification of possible quality improvements in deliverables

L 2: Sets and fosters high quality standards

- Monitors activities within the team/service to ensure compliance with defined quality requirements
- Seeks feedback from customers and colleagues to ensure that quality standards are being met
- Ensures availability of proper documentation of service procedures and systems
- Applies the standards of quality management (e.g. ISO) as required
- Identifies best practices and process/system improvements, and implements improvements to enhance the quality of the service deliverables

L 3: Deploys quality best practises in business activities

- Defines and deploys quality principles in services, approaches and systems
- Motivates and empowers others to achieve and improve quality standards
- Sets up quality control systems to achieve consistent quality of products and services
- Reviews the work of others to ensure that quality standards are being applied
- Monitors quality performance and takes remedial actions as necessary

L 4: Develops a quality approach at corporate level

- Defines and implements corporate quality policies, objectives and targets
- Fosters a culture of quality by embedding it in organisational strategies
- Acts as a role model in delivering high quality standards
- Ensures periodical reviews with stakeholders to monitor the level of quality within the organisation
- Seeks continuous improvement in quality to meet corporate objectives and targets

RESULT FOCUS :
Mobilises efforts to achieve results to meet organisational objectives

L 1: Strives to meet work expectations

- Sets personal goals and performs to meet organisational objectives
- Accepts full ownership of own assignments
- Focuses on assignments and on maintaining a consistent performance level
- Adapts own working methods in order to achieve objectives
- Perseveres despite obstacles or lack of co-operation

L 2: Seeks to improve personal performance

- Gathers advice from others when necessary to improve own effectiveness
- Monitors own work for errors and delivers quality work even when dealing with details
- Challenges existing methods, systems, processes and procedures to be more effective
- Makes adjustments to own way of working by incorporating feedback and lessons learnt
- Strives to exceed established expectations and pushes for improved results in own performance

L 3: Ensures the achievement of shared goals

- Delegates activity to the appropriate level to ensure timely completion
- Guides staff to achieve tasks, objectives and performance standards
- Monitors effectiveness and highlights areas of service where improvement will bring significant gains
- Responds positively to stakeholder pressure and changing requirements by adapting business priorities
- Works through ambiguous situations or setbacks by establishing appropriate action plans

L 4: Promotes result orientation at an organisational level

- Promotes the importance of engagement and commitment in achieving business objectives
- Inspires others by acting as a role model in recovering from setbacks, persisting in difficult situations and exceeding expectations of the end result
- Persists, to the benefit of business objectives, with unpopular decision or oppositions
- Takes full accountability of the Agency's performance results and acts upon them
- Drives constantly to improve value of service, both internally and externally

THINKING

PROBLEM SOLVING:
Builds a sound approach to address problems and generate effective solutions.

L 1: Responds to (routine) problems as they arise by applying job knowledge

- Identifies the needed information to solve a problem
- Refers to existing practices, guidelines and procedures when solving a problem
- Concentrates on the main issue of a problem and does not get distracted by irrelevant issues.
- Provides practical and workable solutions.
- Comes to solutions based on facts and by considering a number of available alternatives

L 2: Anticipates and solves business issues

- Reconciles conflicting and/or incomplete information to develop solutions
- Analyses information, detects possible causes and risks before identifying solutions
- Anticipates potential obstacles and consequences prior to proposing solutions
- Conducts assessments, refers to benchmarks, consults specialists and differentiates best practices that will work for own area
- Breaks problem into components parts, organises these in a systematic way and comes to objective conclusions.

L 3: Solves complex problems and provides effective solutions

- Evaluates and challenges initiatives to come up with the most effective solution
- Addresses systemic barriers inhibiting results by forming working groups to consider new perspectives and develop solutions
- Assesses ambiguous problems and maintains objectivity in critical evaluation processes
- Anticipates challenges and risks, takes into account political and social concerns and assesses alternative solutions to provide a plan B if necessary
- Carries out pilot studies and tests solutions for (long-term) suitability

L 4: Takes into account the bigger picture and considers impact of solutions

- Organises and leads cross-agency working groups to develop creative solutions to complex problems
- Incorporates diverse perspectives to produce strategies to address complex issues
- Produces strategies to solve problems, considering political and social concerns associated with the implementation of solutions
- Improves organizational efficiency by developing, planning and implementing solutions to complex or unprecedented problems
- Develops and implements corrective actions restoring trust among internal and external stakeholders

ANALYTICAL THINKING:
Is able to approach an issue by using a logical, systematic and sequential approach in order to understand or solve a situation.

L 1: Breaks down information

- Collects information from a variety of sources to understand a situation
- Breaks down information into logical components
- Is systematic when examining information and focuses on relevant issues
- Distinguishes between main and secondary order of importance in data and information
- Draws preliminary evaluations of collected information and reports findings.

L 2: Analyses information and Identifies relationships

- Analyses and identifies the critical elements of a situation and draws conclusions
- Identifies connections, patterns and trends even when not obviously related
- Recognises causes and consequences
- Condenses large amounts of information into logical easy-to-understand and meaningful form
- Reconciles (conflicting) data discrepancies to understand an issue

L 3: Applies methodical approach to complex information

- Determines criteria for assessing complex information
- Analyses several possible causes, anticipates issues not readily apparent and draws sound conclusions
- Keeps the overall context in mind when working on isolated information
- Identifies gaps in information and makes thorough assumptions to bridge them to continue the analysis
- Evaluates and synthesises highly complex data to generate effective solutions

L 4: Considers bigger picture when analysing issues

- Identifies multiple relationships and disconnects in information to assess and identify options, and to reach conclusions
- Analyses highly complex issues by considering longer term effects, trade-offs, risks and impacts
- Evaluates complex concepts or situations and makes them clear and understandable by translating them into a concise framework
- Probes for, and refers to subtle and unclear relationships in highly complex matters to assess correctly the situation and potential solutions
- Weighs multiple aspects and perspectives to reach conclusions (e.g. social, economic, stakeholder interests, etc.)

CREATIVITY AND INNOVATION:
Generates new and creative ideas and opportunities to improve business development and results. Has the ability to think out-of-the box.

L 1: Is open to new approaches

- Is open to new ideas, considers and shows interest in new approaches generated by others
- Recognises when a new approach is needed
- Tries out new ways of doing things when asked
- Makes incremental improvements by adapting approaches from similar situations
- Keeps up to date with trends and innovations in own field

L 2: Applies new approaches

- Identifies and explores new opportunities and innovations
- Searches for approaches which have proved to work elsewhere
- Challenges or supports others in questioning the present situation and method of functioning
- Applies new ideas and improved alternative ways of working by balancing pros and cons
- Strives to continuously improve existing processes or way of doing things by new approaches

L 3: Develops new methods and fosters an innovative climate

- Develops an environment that nurtures creative thinking, questioning, experimentation and innovation
- Encourages others to think "outside the box" by recognising efforts that generate new ideas
- Supports others to take a risk in challenging usual methods and in bringing forward innovations
- Pursues new methods and original ways to deal with organisational issues, opportunities and external requirements
- Goes beyond structural boundaries to identify new opportunities for improvement

L 4: Innovates the Agency

- Identifies and implements new approaches and concepts to improve the Agency's position.
- Looks internally and externally to identify new opportunities for improvement and to anticipate requests for change
- Identifies and ensures development of new services, programmes or processes to increase effectiveness and move the Agency forward
- Brings significant changes to programmes, processes or strategy by generating unconventional ideas and approaches
- Leads cross-agency working groups in developing creative and innovative approaches

DECISION MAKING:
Takes decisions based on consideration of facts, risks, impact and alternatives available.

L 1: Takes decisions in routine context

- Takes routine decisions, with little or no consequences of mistakes, in a timely manner
- Takes decisions based on precedents and standardised procedures
- Identifies best option based on well-defined guidelines
- Uses the information given to take decisions
- Consults with others to take decision when the situation is not clear

L 2: Takes decisions based on balanced arguments

- Applies rules and policies that require (some) interpretation
- Takes into account and evaluates all relevant information
- Considers pros and cons before taking a decision
- Focusses on data, facts and objective judgement when circumstances are not clear or information is incomplete
- Includes appropriate individuals in the decision making process

L 3: Assesses the impact of actions and decisions

- Weighs risks, competing priorities and implications of decisions across various areas
- Assesses and incorporates organisational needs and trends into decisions taking into account the internal and external environment
- Takes decisions that addresses root causes of the issues and prevents reappearance
- Takes decisions that align strategies and values
- Uses systems and processes to monitor the impact and effectiveness of decisions

L 4: Makes complex and long term decisions

- Engages stakeholders on whom decisions may have an impact.
- Assesses the internal and external environment (political, economic, social, etc.) before taking a decision impacting the Organisation.
- Involves the right people at the right time in strategic decision-taking
- Takes strategic decisions based on principles, values and rational arguments
- Takes decisions in an environment of risks and ambiguity

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