



Profile builder

Published by



User Guide

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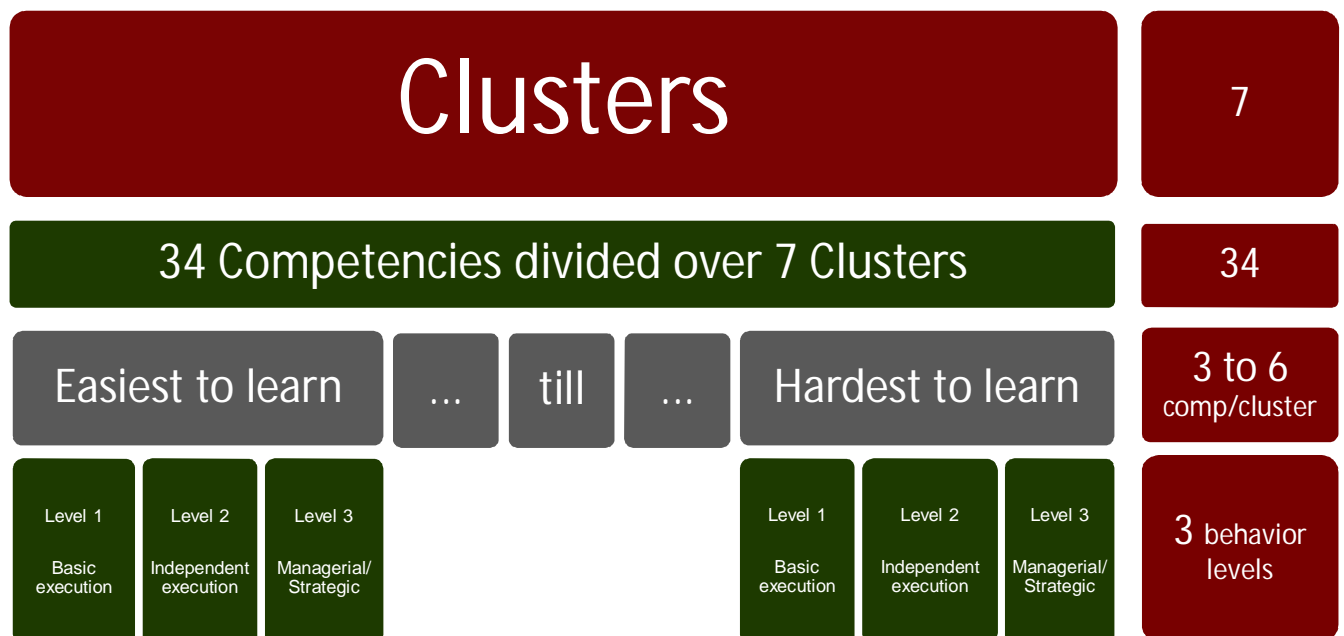
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1. Structure of the Competence Dictionary

The Profile Builder Competence Dictionary is based on a series of competence behaviour cards whose design is meant to help you easily establish a detailed profile of a person, a job function or a company, and at the same time define the development targets for co-workers.

The system is based on **34 general competences**, each with **3 behaviour levels**. This explains why the Profile Builder comprises 34 competence cards and 112 competence behaviour cards. The 34 competences are grouped into **7 clusters**. The number of competences per cluster varies.

The competences of each of the seven clusters are sorted in ascending order: from “**Easily learned**” to “**Difficult to learn**”.

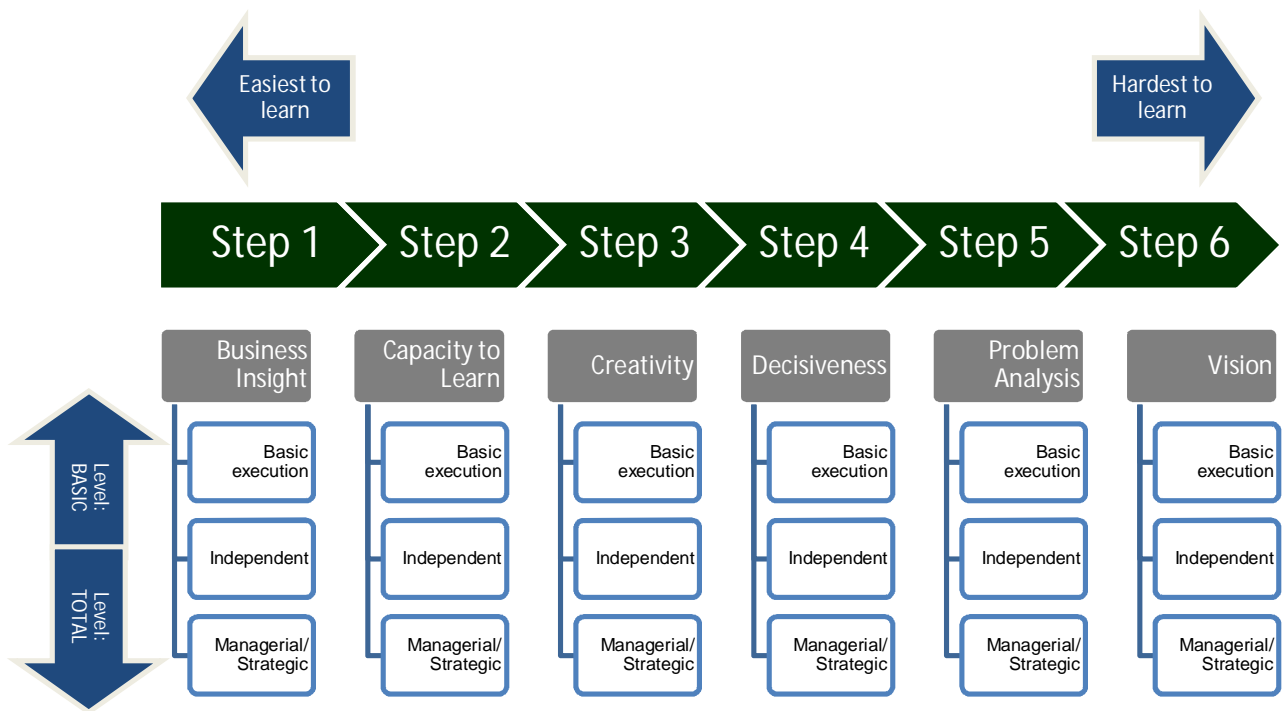


Within each cluster, competence no. 1 (also called “Step 1”) is easier to learn than for instance competence no. 6 (called “Step 6”).

Here is an example of the composition of "Cluster I":

In cluster I, "Strategic Intelligence", is step 1, "Business insight" easier to learn than step 6, "Vision".

Cluster I. Strategic Intelligence



In addition to the grouping of all **34 competences** into **7 clusters**, each of the 34 competences are subdivided into **3 behaviour levels: "Basic – Average – Total"**.

The first level, "Basic", comprises the practical execution aspect, while the second, "Average", always refers to an independent application of the competence. The third level, "Total", refers to a managerial or strategic level of the competence.

Relationship between Steps and Levels

When we look at the learnability (also called steps) and implementation (the three levels), Level 1 of Step 1 is easier to learn than Level 1 of Step 2.

Level 2 of Step 1 is easier to learn than Level 2 of Step 2, and so on. Level 3 is always the most difficult to learn and may even be more difficult than Level 1 of the following step.

The third level and cluster 7 (Managerial Competence) allows us to define the complex managerial attitudes and skills.

For competence analyses that do not require managerial skills, the dictionary may be alleviated by skipping the relevant Levels 3 as well as the entire Cluster 7, leaving you with less cards to sort.

Competence Structure

34 competences divided over 7 clusters

I. Strategic Intelligence

(includes 6 steps)

- a. Business Insight
- b. Capacity to Learn
- c. Creativity
- d. Decisiveness
- e. Problem Analysis
- f. Vision

II. Commercial Intelligence

(includes 4 steps)

- a. Customer Orientation
- b. Relational Communication
- c. Organizational Communication
- d. Entrepreneurship

III. Energy

(includes 4 steps)

- a. Dynamics
- b. Initiative
- c. Result Driven
- d. Determination

IV. Emotional Intelligence

(includes 6 steps)

- a. Loyalty
- b. Integrity
- c. Independence
- d. Stress Resistance
- e. Courage
- f. Ambition

V. Social Intelligence

(includes 6 steps)

- a. Social Skill
- b. Capacity to Listen
- c. Written Communication
- d. Team Spirit
- e. Oral Communication
- f. Persuasiveness

VI. Structural Intelligence

(includes 5 steps)

- a. Work-Life Balance
- b. Flexibility
- c. Accuracy
- d. Planning and Organization
- e. Process-Oriented Dynamics

VII. Leadership Intelligence

(includes 3 steps)

- a. Leadership Dynamics
- b. Group-Oriented Dynamics
- c. Development Dynamics

Sorting Cards

In addition to the 34 competence cards and the 102 competence behaviour cards, this book contains additional cards that allow for an easy qualification of the competences.

Possible Sorting Keys :

1. Profile Keys – Red cards

- Essential
- Important
- Useful
- Less important
- Not important

2. Evaluation Keys – Red cards

- Very strong
- Strong
- Average
- Poor
- A problem
- Not applicable

3. Matrix-Levels – Green cards

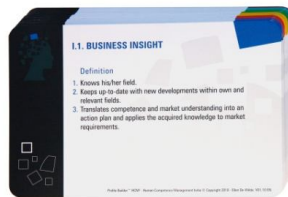
- Basic 1
- Average 1-2
- Total 1-2-3

Getting started

The Profile Builder dictionary comprises two decks of cards. First, you'll have the 34 competence cards showing for each competence the three levels of behaviour. Furthermore, you'll also have the 102 competence behaviour cards with the behavioural indicators for each competence level.

THE 34 COMPETENCE CARDS:

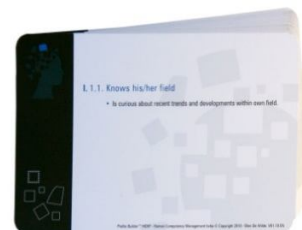
The first deck of cards contains 34 general competences with the three behaviour levels on each card. These 34 cards are easily distinguishable by the coloured rectangle in the upper right corner.



These cards are used for a **GLOBAL SORTING**.

THE 102 COMPETENCE BEHAVIOUR CARDS:

Each of the 34 competences and the 3 behaviour levels are listed separately on a card, which is why the second deck of cards consists of 102 competence cards, with for each of the competencies their behavioural indicators. You notice that the upper right corner is blank.



These cards are used for a **DETAIL SORTING**.

To start you DO NOT have to go through the entire manual first

It suffices that you only read the relevant text of your sorting. The manual of the sorting's is organized in such a way that each sorting only comprises two pages.

SORTING

In the following pages, each sorting is explained separately in order to draw up a competence profile in function of the need or purpose, or in order to evaluate a person.

Depending on whether you want to map a profile of a certain job or evaluate an employee, you can choose from the different sorting's you'll find in the following pages. You can do this with both the 34 cards (Global Sorting) or the 102 cards (Detailed Sorting). Needless to say, that the 34 cards are laid faster, but they do not give you an immediate insight into the behavioural indicators assigned to each competence. Laying the 102 cards, on the other hand, takes a little longer, but gives you a greater insight into the competencies and the associated behavioural indicators. The result however remains the same.

We recommend the use of the 102 cards until you are quite familiarized with all those different behavioural indicators.



Profile builder

II. Different Sorting's

WHAT YOU SHOULD KNOW BEFORE STARTING A SORTING

First you need to make a choice between "Mapping a Profile" or "Evaluating" an employee.

Next, you decide whether you want to get started quickly with the 34 cards or rather with the more extensive 102 cards. The result remains the same, but with the 102 cards you'll also get to see the behavioural indicators while you sort the deck.

Finally, you make the choice between the following types of sorting: "Actual Sorting", "Priority Sorting" or "Matrix Sorting".

The difference between an "Actual sorting" and a "Priority sorting" mainly consists of the requirement whether that the card sorter must set priorities while sorting the cards. With a Priority Sorting one cannot simply choose all competences; but will be encouraged to set priorities and choose only the most appropriate/important competences.

The "Matrix Sorting" is the fastest sorting whereby only the 34 competence cards are used. This allows the person sorting the cards to specify easily the relevant behaviour levels. This is the fastest and still quite thorough way of using the cards. All competences are systematically assigned according to relevance and behavioural pattern. Please keep in mind that this deck of cards does not display the behavioural indicators.

You decide whether you want to work with 3 or with 5 sorting keys. The first time you can choose to only work with 3 keys. Should it turn out that you want to put more nuances in your sorting, you can still choose to perform another sorting with 5 keys.

To start you DO NOT have to go through the entire manual first!

It suffices that you only read the relevant text of your sorting. The manual of the sorting's is organized in such a way that each sorting only comprises two pages. Before you initiate your sorting, it is best to go through those two pages and then start the sorting.

Make a choice and start sorting.			
<u>Profile Mapping</u>			
With 34 cards	1.1.A.	Actual Sorting with 3 Profile Keys	p 9
	1.1.B.	Priority Sorting with 3 Profile Keys	p 11
	1.1.C.	Matrix Sorting with 3 Profile Keys	p 13
With 102 cards	2.1.A.	Actual Sorting with 3 Profile Keys	p 21
	2.1.B.	Actual Sorting with 5 Profile Keys	p 23
	2.1.C.	Priority Sorting with 3 Profile Keys	p 25
	2.1.D.	Priority Sorting with 5 Profile Keys	p 27
<u>Evaluation</u>			
With 34 cards	1.2.A.	Actual Sorting with 3 Evaluation Keys	p 15
	1.2.B.	Priority Sorting with 3 Evaluation Keys	p 17
	1.2.C.	Matrix Sorting with 3 Evaluation Keys	p 19
With 102 cards	2.2.A.	Actual Sorting with 3 Evaluation Keys	p 29
	2.2.B.	Actual Sorting with 5 Evaluation Keys	p 31
	2.2.C.	Priority Sorting with 3 Evaluation Keys	p 33
	2.2.D.	Priority Sorting with 5 Evaluation Keys	p 35

1. Global Sorting – 34 competence cards

1.1. Profile Mapping

1.1.A. Actual sorting with 3 Profile Keys

Profiling Keys to use:

- Important
- Useful
- Less Important

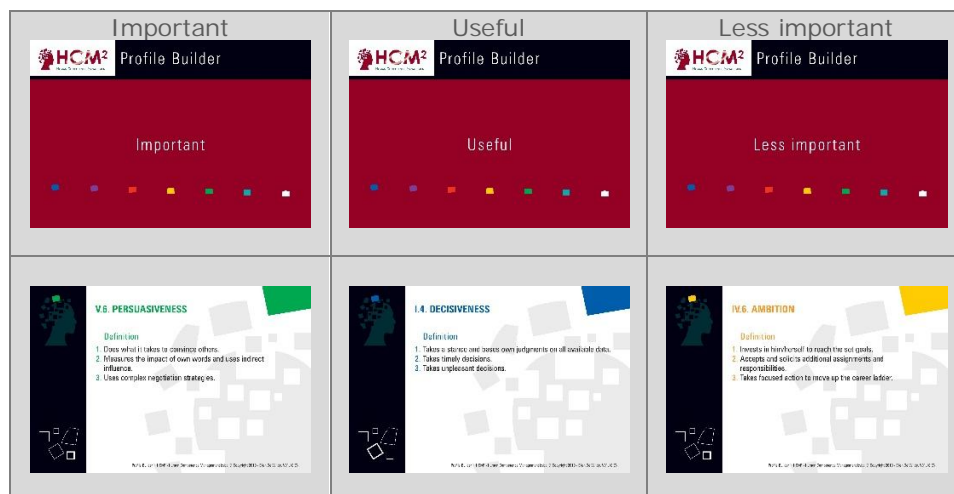
If necessary, the “Not applicable” key may be added to this series.

Under ideal circumstances, the profile is determined based on a 360° sorting. The profile is therefore laid by the person occupying the post, their superior, 2 colleagues, 2 internal/external clients and 2 co-workers.

If this is impossible for lack of time, for instance, we recommend using at least 2 profile sorters: the person occupying the post and their superior. For managerial posts, the addition of a co-worker is recommended.

While assigning the competence cards to the three Profile Keys, you should ask yourself the following question: “Which competences are Important – Useful – Less Important to exercise this job function at a high level?”.

The 3 selected Profile Keys are placed horizontally in front of the profile sorter. Next, the 34 competence cards are distributed over these 3 Profile Keys. The profile builder decides how many cards he/she wishes to assign to each key. With this sorting it is not important how many cards are assigned to each key.



To decide which competences are required for the profile at hand, the sorting needs to be analysed using the Competence Summary 1 (see Appendix)

1. Global Sorting – 34 competence cards

1.1. Profile Mapping

1.1.A. Actual sorting with 3 Profile Keys

Competence Summary 1 – Global Sorting:

GLOBAL SORTING						
Function / Name: <u>Back-Office Supervisor</u>						
Sorter 1: <u>Joe Bondsley</u>						
Sorter 2: <u>Peter Ostau</u>						
Sorter 3: <u>Steven Galan</u>						
I. Strategic Intelligence						
	Step 1 Business Insight	Step 2 Capacity to Learn	Step 3 Creativity	Step 4 Decisiveness	Step 5 Problem Analysis	Step 6 Vision
S1						
S2						
S3						
II. Commercial Intelligence						
	Step 1 Customer Orientation	Step 2 Relational Communication	Step 3 Organizational Communication	Step 4 Entrepreneurship		
S1						
S2						
S3						
III. Energy						
	Step 1 Dynamics	Step 2 Initiative	Step 3 Result Driven	Step 4 Determination		
S1						
S2						

Once all profile sorters have sorted their cards, the competences deemed "Important" need to be flagged in the Competence Summary "Global Sorting" with a green text marker. The Clusters then give a clear picture of the main competences, spread over the various Steps and Clusters. This provides a visual representation of the degree of Learnability, between Step 1 (Easy) and Step 6 (Difficult).

Next, the competences assigned to the "Less important" category need to be flagged in red. This allows you to analyse the differences among the profiles built by the various participants.

To keep competence management manageable, the number of competences should be restricted to maximum 10. There may very well be more than 10 cards for the "Important" profile key, in which case an additional selection is called for. For this, we recommend keeping the 10 competences marked in green that are the most difficult to learn, i.e., the green competences assigned to the highest steps (i.e. step 4/5 or 6). Start by circling the most difficult competences, i.e., the highest steps, then work your way down until you have gathered 10 competences. These will be the 10 most important and most difficult competences to acquire.

In the event of significant differences among the various profile sorters, which points to diverging expectations, a strategic decision may need to be taken during a focused discussion. The main aspect to discuss shall be the competences considered "green" by one profile sorter and "red" by another.

Once the 10 main competences are in place, you have a profile that can be used within various HR tools. You could then decide to go on working with the 34 competence cards, or the 102 competence behaviour cards, whereby the definition of the highest applicable level of each competence is used.

1. Global Sorting – 34 competence cards

1.1. Profile Mapping

1.1.B. Priority sorting with 3 Profile Keys

Profiling Keys to use:

- Important
- Useful
- Less Important

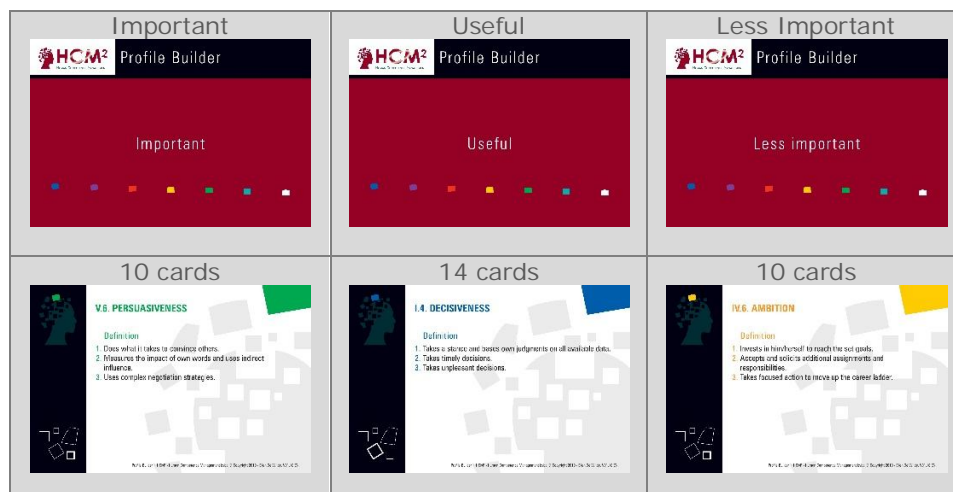
If necessary, the "Not applicable" key may be added to this series.

Under ideal circumstances, the profile is determined based on a 360° sorting. The profile is therefore laid by the person occupying the post, their superior, 2 colleagues, 2 internal/external clients and 2 co-workers.

If this is impossible for lack of time, for instance, we recommend using at least 2 profile sorters: the person occupying the post and their superior. For managerial posts, the addition of a co-worker is recommended.

While assigning the competence cards to the three Profile Keys, you should ask yourself the following question: "Which competences are Important – Useful – Less Important to exercise this job function at a high level?".

The 3 selected Profile Keys are placed horizontally in front of the profile sorter. Next, the 34 competence cards are distributed over these 3 Profile Keys. With this Priority Sorting, you should make sure that the number of cards assigned to each key is as follows: 10 for "Important", 14 for "Useful" and 10 for "Less Important". This way the profile sorter is encouraged to make choices and to set priorities.



To decide which competences are required for the profile at hand, the sorting needs to be analysed using the Competence Summary 1 (see Appendix)

1. Global Sorting – 34 competence cards

1.1. Profile Mapping

1.1.B. Priority sorting with 3 Profile Keys

Competence Summary 1 – Global Sorting:

GLOBAL SORTING						
Function / Name: <u>Back-Office Supervisor</u>						
Sorter 1: <u>Joe Bondsley</u>						
Sorter 2: <u>Peter Ostau</u>						
Sorter 3: <u>Steven Galan</u>						
I. Strategic Intelligence						
	Step 1 Business Insight	Step 2 Capacity to Learn	Step 3 Creativity	Step 4 Decisiveness	Step 5 Problem Analysis	Step 6 Vision
S1						
S2						
S3						
II. Commercial Intelligence						
	Step 1 Customer Orientation	Step 2 Relational Communication	Step 3 Organizational Communication	Step 4 Entrepreneurship		
S1						
S2						
S3						
III. Energy						
	Step 1 Dynamics	Step 2 Initiative	Step 3 Result Driven	Step 4 Determination		
S1						
S2						

Once all profile sorters have sorted their cards, the competences deemed "Important" need to be flagged in the Competence Summary "Global Sorting" with a green text marker. The Clusters then give a clear picture of the main competences, spread over the various Steps and Clusters. This provides a visual representation of the degree of Learnability, between Step 1 (Easy) and Step 6 (Difficult).

Next, the competences assigned to the "Less Important" category need to be flagged in red. This allows you to analyse the differences among the profiles built by the various participants.

To keep competence management manageable, the number of competences should be restricted to maximum 10. There may very well be more than 10 cards for the "Important" profile key, in which case an additional selection is called for. For this, we recommend keeping the 10 competences marked in green that are the most difficult to learn, i.e., the green competences assigned to the highest steps (i.e. step 4/5 or 6). Start by circling the most difficult competences, i.e., the highest steps, then work your way down until you have gathered 10 competences. These will be the 10 most important and most difficult competences to acquire.

In the event of significant differences among the various profile sorters, which points to diverging expectations, a strategic decision may need to be taken during a focused discussion. The main aspect to discuss shall be the competences considered "green" by one profile sorter and "red" by another.

Once the 10 main competences are in place, you have a profile that can be used within various HR tools. You could then decide to go on working with the 34 competence cards, or the 102 competence behaviour cards, whereby the definition of the highest applicable level of each competence is used.

1. Global Sorting – 34 competence cards

1.1. Profile Mapping

1.1.C. Matrix sorting with 3 Profile Keys

Profiling Keys to use:

- Important
- Useful
- Less Important

Matrix Keys to use:

- Basic
- Average
- Total

If necessary, the “Not applicable” key may be added to this series.

Under ideal circumstances, the profile is determined based on a 360° sorting. The profile is therefore laid by the person occupying the post, their superior, 2 colleagues, 2 internal/external clients and 2 co-workers.

If this is impossible for lack of time, for instance, we recommend using at least 2 profile sorters: the person occupying the post and their superior. For managerial posts, the addition of a co-worker is recommended.

As explained before, each competence card species 3 behaviour levels.

1st level: “Basic”, refers to the execution aspect of the competence,

2nd level: “Average”, always refers to the level of independent application of the competence,

3rd level: “Total”, refers to the managerial or strategic level.

By using both the Sorting cards (red) and the Matrix cards (green), establishing which behaviour levels are required becomes easy:

- **Basic** = Only the first behaviour level applies
- **Average** = Two of the three behaviour levels apply
- **Total** = All three behaviour levels apply

This approach allows for a swift sorting (because there are only 34 competences) without sacrificing profile details.

The red and green cards need to be arranged into a matrix.

	Important	Useful	Less important
Basic	Just 1 level applicable		
Average	2 levels applicable		
Total	All 3 levels applicable		

1. Global Sorting – 34 competence cards

1.1. Profile Mapping

1.1.C. Matrix sorting with 3 Profile Keys

This provides 9 sorting choices: “Important & Basic”, “Important & Average”, etc., to “Less Important & Total”.

The questions the profile sorter should ask are:

- “Which competences are Important – Useful – Less Important to exercise this job function at a high level?” and
- “How many levels of this competence are applicable?”.

Based on these, the profile sorter places the cards in the corresponding column and row.

Example: I.4. Decisiveness

Two of the three application levels have been found to be important; namely the first and the third,

“1. Takes a stance and bases own judgments on all available data”, and “3. Takes unpleasant decisions”. Suppose the second competence does not apply: “2. Take timely decisions”. In this example, the profile determiner will place the competence card at the intersection Important and Average’.

GLOBAL SORTING									
Function / Name: <i>Bank Data Supervisor</i>									
Cluster 1: <i>Core Competencies</i>									
Cluster 2: <i>Functional Competencies</i>									
Cluster 3: <i>Personal Competencies</i>									
Cluster 4: <i>Interpersonal Competencies</i>									
Cluster 5: <i>Business Competencies</i>									
Cluster 6: <i>Leadership Competencies</i>									
Cluster 7: <i>Communication Competencies</i>									
Cluster 8: <i>Teamwork Competencies</i>									
Cluster 9: <i>Problem Solving Competencies</i>									
Cluster 10: <i>Self-Management Competencies</i>									
Cluster 11: <i>Customer Service Competencies</i>									
Cluster 12: <i>Project Management Competencies</i>									
Cluster 13: <i>Quality Management Competencies</i>									
Cluster 14: <i>Health and Safety Competencies</i>									
Cluster 15: <i>Environmental Competencies</i>									
Cluster 16: <i>Information Technology Competencies</i>									
Cluster 17: <i>Language Competencies</i>									
Cluster 18: <i>Mathematical Competencies</i>									
Cluster 19: <i>Artistic Competencies</i>									
Cluster 20: <i>Physical Competencies</i>									
Cluster 21: <i>Emotional Competencies</i>									
Cluster 22: <i>Interpersonal Competencies</i>									
Cluster 23: <i>Business Competencies</i>									
Cluster 24: <i>Leadership Competencies</i>									
Cluster 25: <i>Communication Competencies</i>									
Cluster 26: <i>Teamwork Competencies</i>									
Cluster 27: <i>Problem Solving Competencies</i>									
Cluster 28: <i>Self-Management Competencies</i>									
Cluster 29: <i>Customer Service Competencies</i>									
Cluster 30: <i>Project Management Competencies</i>									
Cluster 31: <i>Quality Management Competencies</i>									
Cluster 32: <i>Health and Safety Competencies</i>									
Cluster 33: <i>Environmental Competencies</i>									
Cluster 34: <i>Information Technology Competencies</i>									
Cluster 35: <i>Language Competencies</i>									
Cluster 36: <i>Mathematical Competencies</i>									
Cluster 37: <i>Artistic Competencies</i>									
Cluster 38: <i>Physical Competencies</i>									
Cluster 39: <i>Emotional Competencies</i>									
Cluster 40: <i>Interpersonal Competencies</i>									
Cluster 41: <i>Business Competencies</i>									
Cluster 42: <i>Leadership Competencies</i>									
Cluster 43: <i>Communication Competencies</i>									
Cluster 44: <i>Teamwork Competencies</i>									
Cluster 45: <i>Problem Solving Competencies</i>									
Cluster 46: <i>Self-Management Competencies</i>									
Cluster 47: <i>Customer Service Competencies</i>									
Cluster 48: <i>Project Management Competencies</i>									
Cluster 49: <i>Quality Management Competencies</i>									
Cluster 50: <i>Health and Safety Competencies</i>									
Cluster 51: <i>Environmental Competencies</i>									
Cluster 52: <i>Information Technology Competencies</i>									
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Cluster 55: <i>Artistic Competencies</i>									
Cluster 56: <i>Physical Competencies</i>									
Cluster 57: <i>Emotional Competencies</i>									
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Cluster 67: <i>Quality Management Competencies</i>									
Cluster 68: <i>Health and Safety Competencies</i>									
Cluster 69: <i>Environmental Competencies</i>									
Cluster 70: <i>Information Technology Competencies</i>									
Cluster 71: <i>Language Competencies</i>									
Cluster 72: <i>Mathematical Competencies</i>									
Cluster 73: <i>Artistic Competencies</i>									
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Cluster 81: <i>Problem Solving Competencies</i>									
Cluster 82: <i>Self-Management Competencies</i>									
Cluster 83: <i>Customer Service Competencies</i>									
Cluster 84: <i>Project Management Competencies</i>									
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Cluster 91: <i>Artistic Competencies</i>									
Cluster 92: <i>Physical Competencies</i>									
Cluster 93: <i>Emotional Competencies</i>									
Cluster 94: <i>Interpersonal Competencies</i>									
Cluster 95: <i>Business Competencies</i>									
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Cluster 100: <i>Self-Management Competencies</i>									
Cluster 101: <i>Customer Service Competencies</i>									
Cluster 102: <i>Project Management Competencies</i>									
Cluster 103: <i>Quality Management Competencies</i>									
Cluster 104: <i>Health and Safety Competencies</i>									
Cluster 105: <i>Environmental Competencies</i>									
Cluster 106: <i>Information Technology Competencies</i>									
Cluster 107: <i>Language Competencies</i>									

1. Global Sorting – 34 competence cards

1.2. Evaluation

1.2.A. Actual sorting with 3 Evaluation Keys

Evaluation Keys to use:

- Strong
- Average
- Poor

If necessary, the "Not applicable" key may be added to this series.

Ideally, an evaluation is realised with a 360° sorting. The evaluation is therefore done by the person occupying the post, their superior, 2 colleagues, 2 internal/external clients and 2 co-workers. If this is not possible, e.g. due to time pressure, it is advisable to have at least 2 evaluators: the person occupying the post and their superior. For managerial positions, the addition of a co-worker is recommended.

While assigning the competence cards to the three Evaluation Keys, you should ask yourself the following question for each competence: "Which level is attained by the job holder "Strong" - "Average" or "Poor"?"

The 3 Evaluation Keys are arranged horizontally before the evaluator. Subsequently, the 34 competence cards are distributed over these 3 Evaluation Keys. The evaluator himself determines how many cards he assigns to the keys. With this sorting it is not important how many cards are assigned to each key.



To analyse which competences now require further attention in the evaluation, the sorting must be analysed via the Competence Summary 1 (see appendix)

1. Global Sorting – 34 competence cards

1.2. Evaluation

1.2.A. Actual sorting with 3 Evaluation Keys

Competence Summary 1 – Global Sorting:

GLOBAL SORTING						
Function / Name: <i>Back-Office Supervisor</i>						
Sorter 1: <i>Joe Bondsley</i>						
Sorter 2: <i>Peter Ostau</i>						
Sorter 3: <i>Steven Galan</i>						
I. Strategic Intelligence						
	Step 1 Business Insight	Step 2 Capacity to Learn	Step 3 Creativity	Step 4 Decisiveness	Step 5 Problem Analysis	Step 6 Vision
S1						
S2						
S3						
II. Commercial Intelligence						
	Step 1 Customer Orientation	Step 2 Relational Communication	Step 3 Organizational Communication	Step 4 Entrepreneurship		
S1						
S2						
S3						
III. Energy						
	Step 1 Dynamics	Step 2 Initiative	Step 3 Result Driven	Step 4 Determination		
S1						
S2						

Once all evaluators have sorted their cards, the competences deemed "Strong" need to be flagged in the Competence Summary "Global Sorting" with a green text marker. The Clusters then give a clear picture of the highly evaluated competences, spread over the various Steps and Clusters. This provides a visual representation of the degree of Learnability, between Step 1 (Easy) and Step 6 (Difficult).

Subsequently, the competences assigned to the grading "Poor" are indicated in red. This allows you to determine the learning targets.

In the event of significant differences among the various evaluators, which usually points to diverging expectations, a strategic decision may be taken during a focused discussion. The main aspect to discuss shall be the competences considered "green" by one evaluator and "red" by another.

This then allows the panel to take organizational decisions, i.e. to select the right person for the job, consider personal aspirations, etc. At this stage, the panel can decide to either go on working with the competence cards or to use the competence behaviour cards. If the competence behaviour cards are preferred, it is important to always select the highest level applicable to the competence at hand.

Example:

If the "I.1. Business insight" card is considered an important competence, of which the first two behaviour levels are deemed relevant, the competence in question will be found on the following competence behaviour card:

"I.1.2 Takes the initiative to keep up with new trends and developments for his/her own and relevant fields...."

1. Global sorting – 34 competence cards

1.2. Evaluation

1.2.B. Priority sorting with 3 Evaluation Keys

Evaluation Keys to use:

- Strong
- Average
- Poor

If necessary, the "Not applicable" key may be added to this series.

Ideally, an evaluation is realised with a 360° sorting. The evaluation is therefore done by the person occupying the post, their superior, 2 colleagues, 2 internal/external clients and 2 co-workers. If this is not possible, e.g. due to time pressure, it is advisable to have at least 2 evaluators: the person occupying the post and their superior. For managerial positions, the addition of a co-worker is recommended.

While assigning the competence cards to the three Evaluation Keys, you should ask yourself the following question for each competence: "Which level is attained by the job holder "Strong"- "Average" or "Poor"?"

The 3 selected Evaluation Keys are arranged horizontally in front of the evaluator. Next, the 34 competence cards are distributed over these 3 Evaluation Keys. With this Priority Sorting, you should make sure that the number of cards assigned to each key is as follows: 10 for "Strong", 14 for "Average" and 10 for "Poor". This way the evaluator is encouraged to make choices and to set priorities.



To analyse which competences now require further attention in the evaluation, the sorting must be analysed via the Competence Summary 1 (see appendix).

1. Global sorting – 34 competence cards

1.2. Evaluation

1.2.B. Priority sorting with 3 Evaluation Keys

Competence Summary 1 – Global Sorting:

GLOBAL SORTING						
Function / Name: <i>Back-Office Supervisor</i>						
Sorter 1: <i>Joe Bondsley</i>						
Sorter 2: <i>Peter Ostau</i>						
Sorter 3: <i>Steven Galan</i>						
I. Strategic Intelligence						
	Step 1 Business Insight	Step 2 Capacity to Learn	Step 3 Creativity	Step 4 Decisiveness	Step 5 Problem Analysis	Step 6 Vision
S1						
S2						
S3						
II. Commercial Intelligence						
	Step 1 Customer Orientation	Step 2 Relational Communication	Step 3 Organizational Communication	Step 4 Entrepreneurship		
S1						
S2						
S3						
III. Energy						
	Step 1 Dynamics	Step 2 Initiative	Step 3 Result Driven	Step 4 Determination		
S1						
S2						

Once all evaluators have sorted their cards, the competences deemed "Strong" need to be flagged in the Competence Summary "Global Sorting" with a green text marker. The Clusters then give a clear picture of the highly evaluated competences, spread over the various Steps and Clusters. This provides a visual representation of the degree of Learnability, between Step 1 (Easy) and Step 6 (Difficult).

Subsequently, the competences assigned to the grading "Poor" are indicated in red. This allows you to determine the learning targets.

In the event of significant differences among the various evaluators, which usually points to diverging expectations, a strategic decision may be taken during a focused discussion. The main aspect to discuss shall be the competences considered "green" by one evaluator and "red" by another.

This then allows the panel to take organizational decisions, i.e. to select the right person for the job, consider personal aspirations, etc. At this stage, the panel can decide to either go on working with the competence cards or to use the competence behaviour cards. If the competence behaviour cards are preferred, it is important to always select the highest level applicable to the competence at hand.

Example:

If the "I.1. Business insight" card is considered an important competence, of which the first two behaviour levels are deemed relevant, the competence in question will be found on the following competence behaviour card:

"I.1.2 Takes the initiative to keep up with new trends and developments for his/her own and relevant fields...."

1. Global sorting – 34 competence cards

1.2. Evaluation

1.2.C. Matrix sorting with 3 Evaluation Keys

Evaluation Keys to use:

- Strong
- Average
- Poor

Matrix Keys to use:

- Basic
- Average
- Total

If necessary, the "Not applicable" key may be added to this series.

Ideally, an evaluation is realised with a 360° sorting. The evaluation is therefore done by the person occupying the post, their superior, 2 colleagues, 2 internal/external clients and 2 co-workers. If this is not possible, e.g. due to time pressure, it is advisable to have at least 2 evaluators: the person occupying the post and their superior. For managerial positions, the addition of a co-worker is recommended.

As explained before, each competence card species 3 behaviour levels.

1st level: "Basic", refers to the execution aspect of the competence,

2nd level: "Average", always refers to the level of independent application of the competence,

3rd level: "Total", refers to the managerial or strategic level.

By using both the Sorting cards (red) and the Matrix cards (green), establishing which behaviour levels are required becomes easy:

- **Basic** = Only the first behaviour level applies
- **Average** = Two of the three behaviour levels apply
- **Total** = All three behaviour levels apply

This approach allows for a swift sorting (because there are only 34 competences) without sacrificing profile details.

The red and green cards need to be arranged into a matrix.

	Strong	Average	Poor
Basic			
Average			
Total			

1. Global sorting – 34 competence cards

1.2. Evaluation

1.2.C. Matrix sorting with 3 Evaluation Keys

This provides 9 sorting choices: “Strong & Basic”, “Strong & Average”, etc., to “Poor & Total”.

While assigning the competence you should ask yourself the following questions for each competence:

- “Which level is attained by the job holder “Strong”-“Average” or “Poor”?” and
- “How many levels of this competence are applicable?”.

Based on these, the evaluator places the cards in the corresponding column and row.

Example: I.4. Decisiveness

Two of the three application levels have been found to be strongly present; namely the first and the third,
 “1. Takes a stance and bases own judgments on all available data”, and “3. Takes unpleasant decisions”. Suppose the second competence does not apply: “2. Take timely decisions”. In this example, the profile determiner will place the competence card at the intersection Strong and Average’.

Now, in order to decide which competences are important for the evaluation, the sorting needs to be analysed using the Competence Summary 1 – Global Sorting (attached).

GLOBAL SORTING												
Position: NAME: <i>Police Officer Supervisor</i>												
Step 1: <i>Self-Management</i> Step 2: <i>Police Culture</i> Step 3: <i>Communication</i>												
I. Strategic Intelligence				II. Commercial Intelligence				III. Energy				
Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	
Strategic insight	Capacity to learn	Decision	Decision	Decision	Decision	Customer orientation	Proactive	Communication	Communication	Communication	Communication	
SI												
SI												
I. Strategic Intelligence				II. Commercial Intelligence				III. Energy				
Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	
Strategic insight	Capacity to learn	Decision	Decision	Decision	Decision	Customer orientation	Proactive	Communication	Communication	Communication	Communication	
SI												
SI												
I. Strategic Intelligence				II. Commercial Intelligence				III. Energy				
Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	
Strategic insight	Capacity to learn	Decision	Decision	Decision	Decision	Customer orientation	Proactive	Communication	Communication	Communication	Communication	
SI												
SI												

Once all evaluators have sorted their cards, the competences deemed “Strong” need to be flagged in the Competence Summary “Global Sorting” with a green text marker. In this sorting, we need to look at the competence cards assigned to “Strong & Total”, “Strong & Average” and “Average & Total”. (As indicated in yellow in our matrix example). The Clusters now provide a clear picture of the competences deemed “Strong” for the various Steps and Clusters. Also, the degree of learnability from Step 1 (Easy) to Step 6 (Difficult), is now visualized.

Then the competences assigned to the grading “Poor and Total”, “Poor and Average” are indicated in red. “Average and Average” is indicated in orange. This gives a clear picture of the weakest competences, clusters and level of difficulty. This allows you to determine the learning targets.

If there are major differences in the evaluation grading by the various evaluators hence there are clearly different insights, a strategic decision can be taken in a controlled consultation. Mainly the competences which one evaluator deemed “Poor” while another evaluator was giving a green colour, would be the subject of discussion.

This then allows the panel to take organizational decisions, i.e. to select the right person for the job, consider personal aspirations, etc. At this stage, the panel can decide to either go on working with the competence cards or to use the competence behaviour cards. If the competence behaviour cards are preferred, it is important to always select the highest level applicable to the competence at hand.

Example:

If the “I.1. Business insight” card is considered an important competence, of which the first two behaviour levels are deemed relevant, the competence in question will be found on the following competence behaviour card:

“I.1.2 Takes the initiative to keep up with new trends and developments for his/her own and relevant fields....”

2. Detail sorting – 102 competence cards

2.1. Profile Mapping

2.1.A. Actual sorting with 3 Profile Keys

Profiling Keys to use:

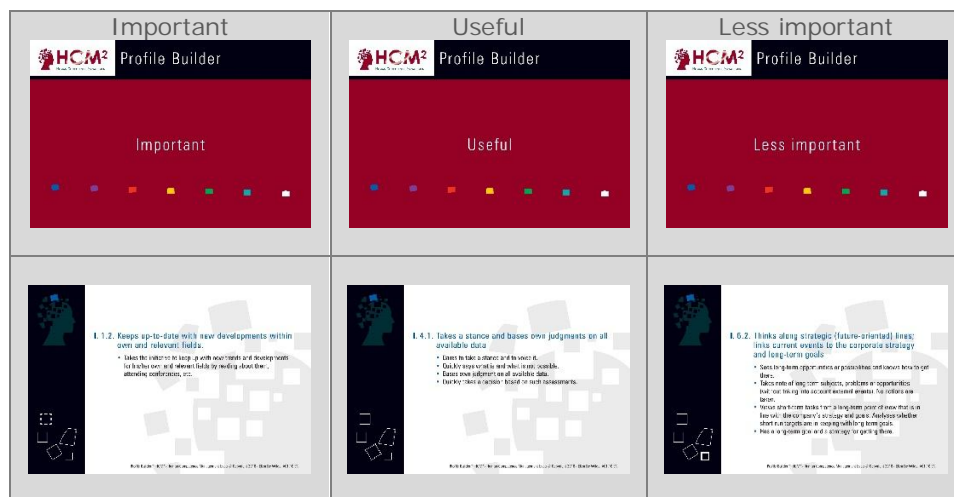
- Important
- Useful
- Less Important

If necessary, the “Not applicable” key may be added to this series.

Under ideal circumstances, the profile is determined based on a 360° sorting. The profile is therefore laid by the person occupying the post, their superior, 2 colleagues, 2 internal/external clients and 2 co-workers. If this is impossible for lack of time, for instance, we recommend using at least 2 profile sorters: the person occupying the post and their superior. For managerial posts, the addition of a co-worker is recommended.

While assigning the competence behaviour cards to the three Profile Keys, you should ask yourself the following question: “Which competences are Important – Useful – Less Important to exercise this job function at a high level?”.

The 3 selected Profile Keys are placed horizontally in front of the profile sorter. Next, the 102 competence behaviour cards are distributed over these 3 Profile Keys. The profile sorter decides how many cards he/she wishes to assign to each key. With this sorting it is not important how many cards are assigned to each key.



To decide which competences will be retained for the profile at hand, the sorting needs to be analysed via Competence Summary 2 (attached). Each profile sorter has a separate row (S1, S2, S3,...). Each line contains three figures for each competence (1, 2, 3). These figures refer to the 3 behaviour levels of each competence. For instance, for card V.2.2.3 the 3 being the third level of behaviour.

2. Detail sorting – 102 competence cards

2.1. Profile Mapping

2.1.A. Actual sorting with 3 Profile Keys

Competence Summary 2 – Detail Sorting:

DETAIL SORTING

Function / Name: Sales Assistant

Sorter 1: Joe Bandsley
Sorter 2: Steven Galan
Sorter 3: Paul O'Sullivan

I. Strategic Intelligence																		
	Step 1 Business Insight			Step 2 Capacity to Learn			Step 3 Creativity			Step 4 Decisiveness			Step 5 Problem Analysis			Step 6 Vision		
S1	1	2	3	1	2	3	1	2	3	1	2	3	1	2	3	1	2	3
S2	1	2	3	1	2	3	1	2	3	1	2	3	1	2	3	1	2	3
S3	1	2	3	1	2	3	1	2	3	1	2	3	1	2	3	1	2	3

II. Commercial Intelligence												
	Step 1 Customer Orientation			Step 2 Relational Communication			Step 3 Organizational Communication			Step 4 Entrepreneurship		
S1	1	2	3	1	2	3	1	2	3	1	2	3
S2	1	2	3	1	2	3	1	2	3	1	2	3
S3	1	2	3	1	2	3	1	2	3	1	2	3

III. Energy												
	Step 1 Dynamics			Step 2 Initiative			Step 3 Result Driven			Step 4 Determination		
S1	1	2	3	1	2	3	1	2	3	1	2	3
S2	1	2	3	1	2	3	1	2	3	1	2	3
S3	1	2	3	1	2	3	1	2	3	1	2	3

Once all profile sorters have sorted their cards, the competences deemed "Important" in above Competence Summary "Detail Sorting" need to be flagged with a green text marker. The Clusters then give a clear picture of the main competences, spread over the various Steps, Clusters and Levels.

Next, the competences assigned to the "Less important" category need to be flagged in red. This allows you to analyse the differences among the profiles built by the various participants.

To keep competence management manageable, the number of competences should be restricted to maximum 10. It might well be that more than 10 competences are assigned to the "Important" key, in which case an additional selection is called for. Start by selecting those competences with the highest number of green indications. That will eliminate competences with only a few, or no indicated levels. To further refine the selection, you can then select the competences that are most difficult to acquire. Start by circling the most difficult competences, i.e., the highest steps, then work your way down until you have gathered 10 competences. These will be the 10 most important and most difficult competences to acquire.

If the sorting is not for a managerial position, less attention must be paid to the levels 3 that have been marked 'red'. This is quite logical since level 3 always represents the competence at a managerial or strategic level. Contrariwise, this is also true for senior management positions, in which management abilities and strategy are essential skills, fewer levels 1 will be found in the sorting. The aspect of pure execution of tasks has become less important to them.

In the event of significant differences among the various profile sorters, which points to diverging expectations, a strategic decision may need to be taken during a focused discussion. The main aspect to discuss shall be the competences considered "green" by one profile sorter and "red" by another.

Once the 10 main competences are in place, you have a profile that can be used within various HR tools.

2. Detail sorting – 102 competence cards

2.1. Profile Mapping

2.1.B. Actual sorting with 5 Profile Keys

Profiling Keys to use:

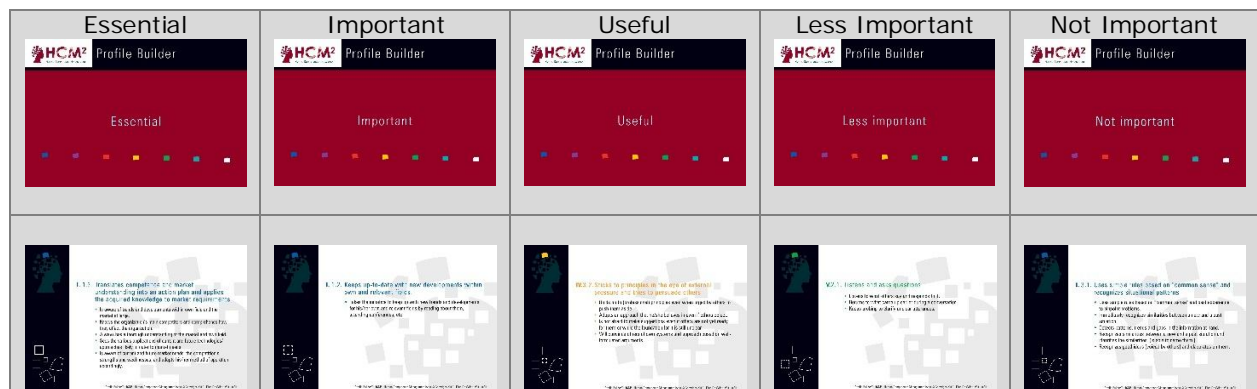
- Essential
- Important
- Useful
- Less Important
- Not Important

If necessary, the "Not applicable" key may be added to this series.

Under ideal circumstances, the profile is determined based on a 360° sorting. The profile is therefore laid by the person occupying the post, their superior, 2 colleagues, 2 internal/external clients and 2 co-workers. If this is impossible for lack of time, for instance, we recommend using at least 2 profile sorters: the person occupying the post and their superior. For managerial posts, the addition of a co-worker is recommended.

While assigning the competence behaviour cards to the three Profile Keys, you should ask yourself the following question: "Which competences are Essential - Important – Useful – Less Important – Not Important to exercise this job function at a high level?"

The 5 selected Profile Keys are placed horizontally in front of the profile sorter. Next, the 102 competence behaviour cards are distributed over these 5 Profile Keys. The profile sorter decides how many cards he/she wishes to assign to each key. With this sorting it is not important how many cards are assigned to each key.



To decide which competences will be retained for the profile at hand, the sorting needs to be analysed via Competence Summary 2 (attached). Each profile sorter has a separate row (S1, S2, S3,...). Each line contains three figures for each competence (1, 2, 3). These figures refer to the 3 behaviour levels of each competence. For instance, for card V.2.3 the 3 being the third level of behaviour.

2. Detail sorting – 102 competence cards

2.1. Profile Mapping

2.1.B. Actual sorting with 5 Profile Keys

Competence Summary 2 – Detail Sorting:

DETAIL SORTING									
Function / Name: <i>Sales Supervisor</i>									
Sorter 1: <i>Joe Bondsley</i>									
Sorter 2: <i>Steven Golan</i>									
Sorter 3: <i>Peter Golan</i>									
I. Strategic Intelligence									
	Step 1 Business Insight	Step 2 Capacity to Learn	Step 3 Creativity	Step 4 Decisiveness	Step 5 Problem Analysis	Step 6 Vision			
S1	1 2 3	1 2 3	1 2 3	1 2 3	1 2 3	1 2 3			
S2	1 2 3	1 2 3	1 2 3	1 2 3	1 2 3	1 2 3			
S3	1 2 3	1 2 3	1 2 3	1 2 3	1 2 3	1 2 3			
II. Commercial Intelligence									
	Step 1 Customer Orientation	Step 2 Relational Communication	Step 3 Organizational Communication	Step 4 Entrepreneurship					
S1	1 2 3	1 2 3	1 2 3	1 2 3					
S2	1 2 3	1 2 3	1 2 3	1 2 3					
S3	1 2 3	1 2 3	1 2 3	1 2 3					
III. Energy									
	Step 1 Dynamics	Step 2 Initiative	Step 3 Result Driven	Step 4 Determination					
S1	1 2 3	1 2 3	1 2 3	1 2 3					
S2	1 2 3	1 2 3	1 2 3	1 2 3					
S3	1 2 3	1 2 3	1 2 3	1 2 3					

Once all profile sorters have sorted their cards, the competences deemed “Important” in above Competence Summary “Detail Sorting” need to be flagged with a yellow text marker and the “Essential” with a green text marker. The Clusters then give a clear picture of the main competences, spread over the various Steps, Clusters and Levels.

Next, the competences assigned to the “Not Important” category need to be flagged in red. This allows you to analyse the differences among the profiles built by the various participants.

To keep competence management manageable, the number of competences should be restricted to maximum 10. It might well be that more than 10 competences are assigned to the “Essential” and “Important” keys, in which case an additional selection is called for. Start by selecting those competences with the highest number of green indications and subsequently yellow indications. That will eliminate competences with only a few, or no indicated levels. To further refine the selection, you can then select the competences that are most difficult to acquire. Start by circling the most difficult competences, i.e., the highest steps, then work your way down until you have gathered 10 competences. These will be the 10 most important and most difficult competences to acquire.

If the sorting is not for a managerial position, less attention must be paid to the levels 3 that have been marked ‘red’. This is quite logical since level 3 always represents the competence at a managerial or strategic level. Contrariwise, this is also true for senior management positions, in which management abilities and strategy are essential skills, fewer levels 1 will be found in the sorting. The aspect of pure execution of tasks has become less important to them.

In the event of significant differences among the various profile sorters, which points to diverging expectations, a strategic decision may need to be taken during a focused discussion. The main aspect to discuss shall be the competences considered “green” or “yellow” by one profile sorter and “red” by another.

Once the 10 main competences are in place, you have a profile that can be used within various HR tools.

2. Detail sorting – 102 competence cards

2.1. Profile Mapping

2.1.C. Priority sorting with 3 Profile Keys

Profiling Keys to use:

- Important
- Useful
- Less Important

If necessary, the “Not applicable” key may be added to this series.

Under ideal circumstances, the profile is determined based on a 360° sorting. The profile is therefore laid by the person occupying the post, their superior, 2 colleagues, 2 internal/external clients and 2 co-workers. If this is impossible for lack of time, for instance, we recommend using at least 2 profile sorters: the person occupying the post and their superior. For managerial posts, the addition of a co-worker is recommended.

While assigning the competence behaviour cards to the three Profile Keys, you should ask yourself the following question: “Which competences are Important – Useful – Less Important to exercise this job function at a high level?”.

The 3 selected Profile Keys are placed horizontally in front of the profile sorter. Next, the 102 competence behaviour cards are distributed over these 3 Profile Keys.

The cards are evenly distributed over the 3 keys. This way the profile sorter is encouraged to make choices and set priorities. So, at the end each of the keys 'Less important', 'Useful' and 'Important' will have 34 competency behaviour cards assigned to.



To decide which competences will be retained for the profile at hand, the sorting needs to be analysed via Competence Summary 2 (attached). Each profile sorter has a separate row (S1, S2, S3,...). Each line contains three figures for each competence (1, 2, 3). These figures refer to the 3 behaviour levels of each competence. For instance, for card V.2.3 the 3 being the third level of behaviour.

2. Detail sorting – 102 competence cards

2.1. Profile Mapping

2.1.C. Priority sorting with 3 Profile Keys

Competence Summary 2 – Detail Sorting:

DETAIL SORTING

Function / Name: Sales Assistant

Sorter 1: Joe Bandsley
Sorter 2: Steven Galan
Sorter 3: Paul O'Sullivan

I. Strategic Intelligence																		
Step 1 Business Insight			Step 2 Capacity to Learn			Step 3 Creativity			Step 4 Decisiveness			Step 5 Problem Analysis			Step 6 Vision			
S1	1	2	3	1	2	3	1	2	3	1	2	3	1	2	3	1	2	3
S2	1	2	3	1	2	3	1	2	3	1	2	3	1	2	3	1	2	3
S3	1	2	3	1	2	3	1	2	3	1	2	3	1	2	3	1	2	3

II. Commercial Intelligence												
Step 1 Customer Orientation			Step 2 Relational Communication			Step 3 Organizational Communication			Step 4 Entrepreneurship			
S1	1	2	3	1	2	3	1	2	3	1	2	3
S2	1	2	3	1	2	3	1	2	3	1	2	3
S3	1	2	3	1	2	3	1	2	3	1	2	3

III. Energy												
Step 1 Dynamics			Step 2 Initiative			Step 3 Result Driven			Step 4 Determination			
S1	1	2	3	1	2	3	1	2	3	1	2	3
S2	1	2	3	1	2	3	1	2	3	1	2	3
S3	1	2	3	1	2	3	1	2	3	1	2	3

Once all profile sorters have sorted their cards, the competences deemed "Important" in above Competence Summary "Detail Sorting" need to be flagged with a green text marker. The Clusters then give a clear picture of the main competences, spread over the various Steps, Clusters and Levels.

Next, the competences assigned to the "Less important" category need to be flagged in red. This allows you to analyse the differences among the profiles built by the various participants.

To keep competence management manageable, the number of competences should be restricted to maximum 10. It might well be that more than 10 competences are assigned to the "Important" key, in which case an additional selection is called for. Start by selecting those competences with the highest number of green indications. That will eliminate competences with only a few, or no indicated levels. To further refine the selection, you can then select the competences that are most difficult to acquire. Start by circling the most difficult competences, i.e., the highest steps, then work your way down until you have gathered 10 competences. These will be the 10 most important and most difficult competences to acquire.

If the sorting is not for a managerial position, less attention must be paid to the levels 3 that have been marked 'red'. This is quite logical since level 3 always represents the competence at a managerial or strategic level. Contrariwise, this is also true for senior management positions, in which management abilities and strategy are essential skills, fewer levels 1 will be found in the sorting. The aspect of pure execution of tasks has become less important to them.

In the event of significant differences among the various profile sorters, which points to diverging expectations, a strategic decision may need to be taken during a focused discussion. The main aspect to discuss shall be the competences considered "green" by one profile sorter and "red" by another.

Once the 10 main competences are in place, you have a profile that can be used within various HR tools.

2. Detailed Sorting – 102 competence behavior cards

2.1. Profile Mapping

2.1.D. Priority sorting with 5 Profile Keys

Profiling Keys to use:

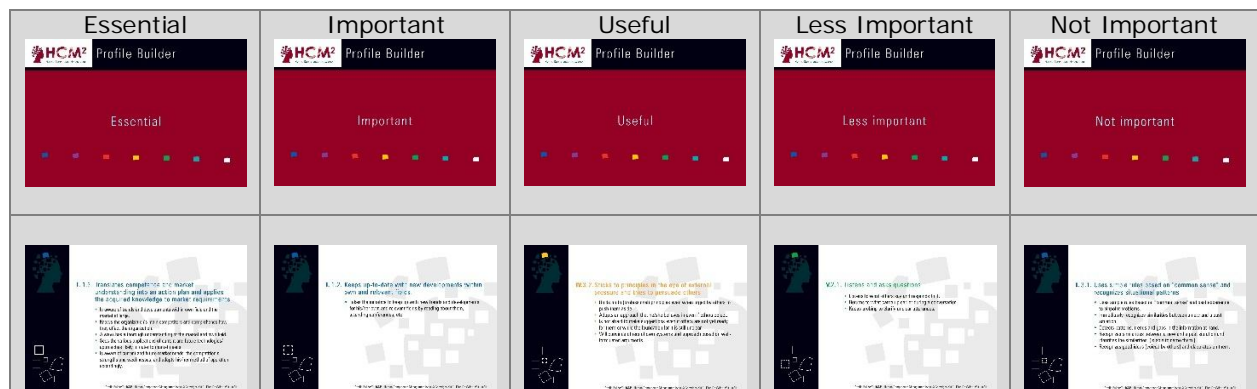
- Essential
- Important
- Useful
- Less Important
- Not Important

If necessary, the "Not applicable" key may be added to this series.

Under ideal circumstances, the profile is determined based on a 360° sorting. The profile is therefore laid by the person occupying the post, their superior, 2 colleagues, 2 internal/external clients and 2 co-workers. If this is impossible for lack of time, for instance, we recommend using at least 2 profile sorters: the person occupying the post and their superior. For managerial posts, the addition of a co-worker is recommended.

While assigning the competence behaviour cards to the three Profile Keys, you should ask yourself the following question: "Which competences are Essential - Important – Useful – Less Important – Not Important to exercise this job function at a high level?"

The 5 selected Profile Keys are placed horizontally in front of the profile sorter. Next, the 102 competence behaviour cards are distributed over these 5 Profile Keys. For this sorting the cards are evenly distributed over the 5 keys. This way the profile sorter is encouraged to make choices and set priorities; 20 cards on the keys 'Less important', 'Useful' and 'Important', and 21 cards on the keys 'Not important' and 'Essential'.



To decide which competences will be retained for the profile at hand, the sorting needs to be analysed via Competence Summary 2 (attached). Each profile sorter has a separate row (S1, S2, S3,...). Each line contains three figures for each competence (1, 2, 3). These figures refer to the 3 behaviour levels of each competence. For instance, for card V.2.3 the 3 being the third level of behaviour.

2. Detailed Sorting – 102 competence behavior cards

2.1. Profile Mapping

2.1.D. Priority sorting with 5 Profile Keys

Competence Summary 2 – Detail Sorting:

DETAIL SORTING									
Function / Name: <i>Sales Supervisor</i>									
Sorter 1: <i>Joe Bondsley</i>									
Sorter 2: <i>Steven Golan</i>									
Sorter 3: <i>Peter Golan</i>									
I. Strategic Intelligence									
	Step 1 Business Insight	Step 2 Capacity to Learn	Step 3 Creativity	Step 4 Decisiveness	Step 5 Problem Analysis	Step 6 Vision			
S1	1 2 3	1 2 3	1 2 3	1 2 3	1 2 3	1 2 3			
S2	1 2 3	1 2 3	1 2 3	1 2 3	1 2 3	1 2 3			
S3	1 2 3	1 2 3	1 2 3	1 2 3	1 2 3	1 2 3			
II. Commercial Intelligence									
	Step 1 Customer Orientation	Step 2 Relational Communication	Step 3 Organizational Communication	Step 4 Entrepreneurship					
S1	1 2 3	1 2 3	1 2 3	1 2 3					
S2	1 2 3	1 2 3	1 2 3	1 2 3					
S3	1 2 3	1 2 3	1 2 3	1 2 3					
III. Energy									
	Step 1 Dynamics	Step 2 Initiative	Step 3 Result Driven	Step 4 Determination					
S1	1 2 3	1 2 3	1 2 3	1 2 3					
S2	1 2 3	1 2 3	1 2 3	1 2 3					
S3	1 2 3	1 2 3	1 2 3	1 2 3					

Once all profile sorters have sorted their cards, the competences deemed “Important” in above Competence Summary “Detail Sorting” need to be flagged with a yellow text marker and the “Essential” with a green text marker. The Clusters then give a clear picture of the main competences, spread over the various Steps, Clusters and Levels.

Next, the competences assigned to the “Not Important” category need to be flagged in red. This allows you to analyse the differences among the profiles built by the various participants.

To keep competence management manageable, the number of competences should be restricted to maximum 10. It might well be that more than 10 competences are assigned to the “Essential” and “Important” keys, in which case an additional selection is called for. Start by selecting those competences with the highest number of green indications and subsequently yellow indications. That will eliminate competences with only a few, or no indicated levels. To further refine the selection, you can then select the competences that are most difficult to acquire. Start by circling the most difficult competences, i.e., the highest steps, then work your way down until you have gathered 10 competences. These will be the 10 most important and most difficult competences to acquire.

If the sorting is not for a managerial position, less attention must be paid to the levels 3 that have been marked ‘red’. This is quite logical since level 3 always represents the competence at a managerial or strategic level. Contrariwise, this is also true for senior management positions, in which management abilities and strategy are essential skills, fewer levels 1 will be found in the sorting. The aspect of pure execution of tasks has become less important to them.

In the event of significant differences among the various profile sorters, which points to diverging expectations, a strategic decision may need to be taken during a focused discussion. The main aspect to discuss shall be the competences considered “green” or “yellow” by one profile sorter and “red” by another.

Once the 10 main competences are in place, you have a profile that can be used within various HR tools.

2. Detail sorting – 102 competence cards

2.2. Evaluation

2.2.A. Actual sorting with 3 Evaluation Keys

Evaluation Keys to use:

- Strong
- Average
- Poor

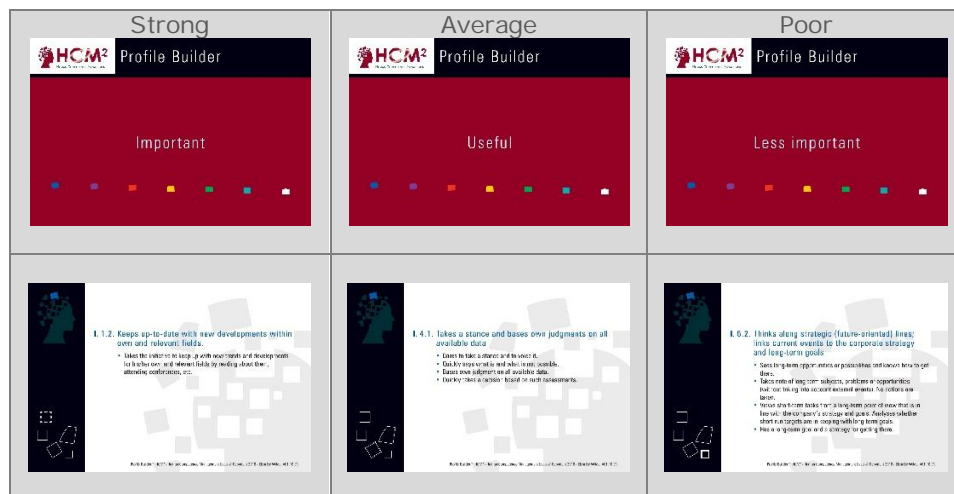
If necessary, the "Not applicable" key may be added to this series.

Ideally, an evaluation is realised with a 360° sorting. The evaluation is therefore done by the person occupying the post, their superior, 2 colleagues, 2 internal/external clients and 2 co-workers. If this is not possible, e.g. due to time pressure, it is advisable to have at least 2 evaluators: the person occupying the post and their superior. For managerial positions, the addition of a co-worker is recommended.

When this sorting concerns an overall evaluation, all 102 competence behaviour cards can be used. If a functional evaluation is envisaged, the number of cards can be limited to the cards that are important and essential for the relevant job function, or as determined during the Profile Sorting.

While assigning the competence cards to the three Evaluation Keys, you should ask yourself the following question for each competence: "Which level is attained by the job holder "Strong"- "Average" or "Poor"?".

The 3 selected Profile Keys are placed horizontally in front of the evaluator. Next, the 102 competence behaviour cards are distributed over these 3 Profile Keys. The evaluator decides how many cards he/she wishes to assign to each key. With this sorting it is not important how many cards are assigned to each key.



To analyse which competences now require further attention in the evaluation, the sorting must be analysed via Competence Summary 2 (attached). Each profile sorter has a separate row (S1, S2, S3,...). Each line contains three figures for each competence (1, 2, 3). These figures refer to the 3 behaviour levels of each competence. For instance, for card V.2.3 the 3 being the third level of behaviour.

2. Detail sorting – 102 competence cards

2.2. Evaluation

2.2.A. Actual sorting with 3 Evaluation Keys

Competence Summary 2 – Detail Sorting:

DETAIL SORTING

Function / Name: Sales Assistant

Sorter 1: Joe Bandsley
Sorter 2: Steven Galan
Sorter 3: Paul O'Sullivan

I. Strategic Intelligence																		
Step 1 Business Insight			Step 2 Capacity to Learn			Step 3 Creativity			Step 4 Decisiveness			Step 5 Problem Analysis			Step 6 Vision			
S1	1	2	3	1	2	3	1	2	3	1	2	3	1	2	3	1	2	3
S2	1	2	3	1	2	3	1	2	3	1	2	3	1	2	3	1	2	3
S3	1	2	3	1	2	3	1	2	3	1	2	3	1	2	3	1	2	3

II. Commercial Intelligence												
Step 1 Customer Orientation			Step 2 Relational Communication			Step 3 Organizational Communication			Step 4 Entrepreneurship			
S1	1	2	3	1	2	3	1	2	3	1	2	3
S2	1	2	3	1	2	3	1	2	3	1	2	3
S3	1	2	3	1	2	3	1	2	3	1	2	3

III. Energy												
Step 1 Dynamics			Step 2 Initiative			Step 3 Result Driven			Step 4 Determination			
S1	1	2	3	1	2	3	1	2	3	1	2	3
S2	1	2	3	1	2	3	1	2	3	1	2	3
S3	1	2	3	1	2	3	1	2	3	1	2	3

Once all profile evaluators have sorted their cards, the competences deemed "Strong" in above Competence Summary "Detail Sorting" need to be flagged with a green text marker. The Clusters then give a clear picture of the main competences, spread over the various Steps, Clusters and Levels.

Subsequently, the competences assigned to the grading "Poor" are indicated in red. This allows you to determine the learning targets.

If the sorting is not for a managerial position, less attention must be paid to the levels 3 that have been marked 'red'. This is quite logical since level 3 always represents the competence at a managerial or strategic level. Contrariwise, this is also true for senior management positions, in which management abilities and strategy are essential skills, fewer levels 1 will be found in the sorting. The aspect of pure execution of tasks has become less important to them.

If there are major differences in the evaluation grading by the various evaluators, hence there are clearly different insights, a strategic decision can be taken in a controlled consultation. Mainly the competences to which one evaluator gave a red colour while another evaluator was giving a green colour, would be the subject of discussion.

This then allows the panel to take organizational decisions, i.e. to select the right person for the job, consider personal aspirations, etc.

2. Detailed Sorting – 102 competence behavior cards

2.2. Evaluation

2.2.B. Actual sorting with 5 Profile Keys

Evaluation Keys to use:

- Very Strong
- Strong
- Average
- Poor
- A Problem

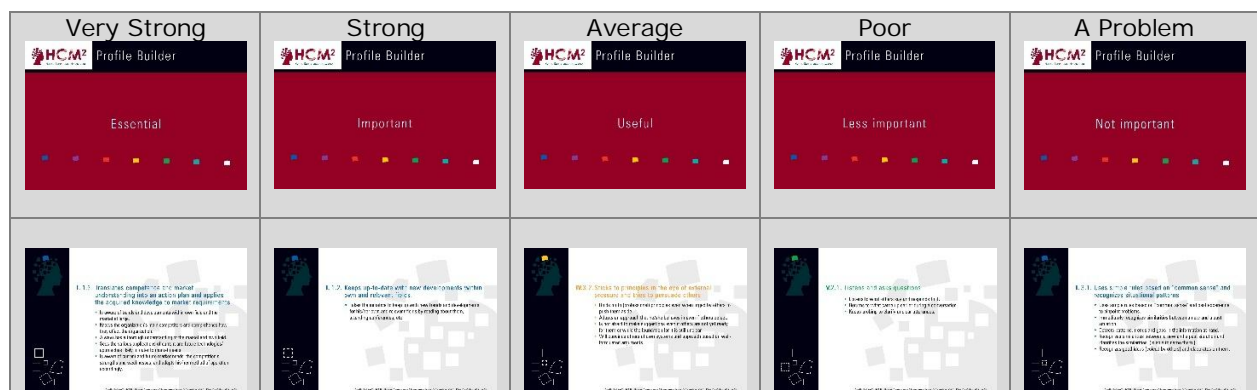
If necessary, the "Not applicable" key may be added to this series.

Under ideal circumstances, the profile is determined based on a 360° sorting. The profile is therefore laid by the person occupying the post, their superior, 2 colleagues, 2 internal/external clients and 2 co-workers. If this is impossible for lack of time, for instance, we recommend using at least 2 evaluators: the person occupying the post and their superior. For managerial posts, the addition of a co-worker is recommended.

When this sorting concerns an overall evaluation, all 102 competence behaviour cards can be used. If a functional evaluation is envisaged, the number of cards can be limited to the cards that are important and essential for the relevant function, or as determined during the Profile Sorting.

While assigning the competence cards to the five Evaluation Keys, you should ask yourself the following question for each competence: "Which level is attained by the job holder "Very Strong" - "Strong" - "Average" - "Poor" or "A Problem"?"

The 5 selected Profile Keys are placed horizontally in front of the profile sorter. Next, the 102 competence behaviour cards are distributed over these 5 Profile Keys. The evaluator decides how many cards he/she wishes to assign to each key. With this sorting it is not important how many cards are assigned to each key.



To analyse which competences now require further attention in the evaluation, the sorting must be analysed via Competence Summary 2 (attached). Each profile sorter has a separate row (S1, S2, S3...). Each line contains three figures for each competence (1, 2, 3). These figures refer to the 3 behaviour levels of each competence. For instance, for card V.2.3 the **3** being the third level of behaviour.

2. Detailed Sorting – 102 competence behavior cards

2.2. Evaluation

2.2.B. Actual sorting with 5 Profile Keys

Competence Summary 2 – Detail Sorting:

DETAIL SORTING												
Function / Name: <i>Sales Supervisor</i>												
Sorter 1: <i>Joe Bondsley</i>												
Sorter 2: <i>Steven Galun</i>												
Sorter 3: <i>Debi Galun</i>												
I. Strategic Intelligence												
	Step 1 Business Insight		Step 2 Capacity to Learn		Step 3 Creativity		Step 4 Decisiveness		Step 5 Problem Analysis		Step 6 Vision	
S1	1	2	1	2	1	2	1	2	1	2	1	2
S2	1	2	1	2	1	2	1	2	1	2	1	2
S3	1	2	1	2	1	2	1	2	1	2	1	2
II. Commercial Intelligence												
	Step 1 Customer Orientation		Step 2 Relational Communication		Step 3 Organizational Communication		Step 4 Entrepreneurship					
S1	1	2	1	2	1	2	1	2				
S2	1	2	1	2	1	2	1	2				
S3	1	2	1	2	1	2	1	2				
III. Energy												
	Step 1 Dynamics		Step 2 Initiative		Step 3 Result Driven		Step 4 Determination					
S1	1	2	1	2	1	2	1	2				
S2	1	2	1	2	1	2	1	2				

Once all evaluators have sorted their cards, the competences deemed “Strong” in above Competence Summary “Detail Sorting” need to be flagged with a yellow text marker and the “Very Strong” with a green text marker. The Clusters then give a clear picture of the main competences, spread over the various Steps, Clusters and Levels.

Next, the competences assigned to the “Poor” category need to be flagged in orange and “A Problem” flagged in red. This allows you to determine the learning targets.

If the sorting is not for a managerial position, less attention must be paid to the levels 3 that have been marked 'red'. This is quite logical since level 3 always represents the competence at a managerial or strategic level. Contrariwise, this is also true for senior management positions, in which management abilities and strategy are essential skills, fewer levels 1 will be found in the sorting. The aspect of pure execution of tasks has become less important to them.

If there are major differences in the evaluation grading by the various evaluators, hence there are clearly different insights, a strategic decision can be taken in a controlled consultation. Mainly the competences to which one evaluator gave a red or orange colour while another evaluator was giving a green or yellow colour, would be the subject of discussion.

This then allows the panel to take organizational decisions, i.e. to select the right person for the job, consider personal aspirations, etc.

2. Detail sorting – 102 competence cards

2.2. Evaluation

2.2.C. Priority sorting with 3 Evaluation Keys

Evaluation Keys to use:

- Strong
- Average
- Poor

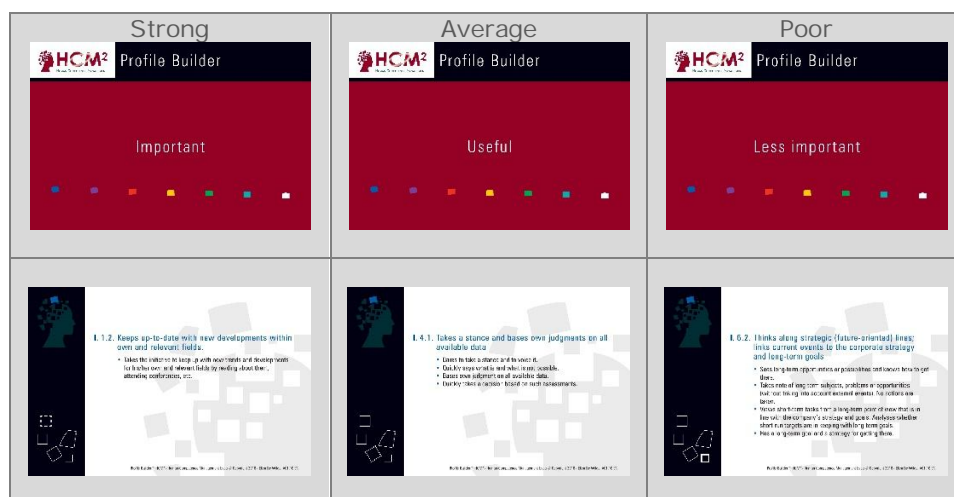
If necessary, the "Not applicable" key may be added to this series.

Ideally, an evaluation is realised with a 360° sorting. The evaluation is therefore done by the person occupying the post, their superior, 2 colleagues, 2 internal/external clients and 2 co-workers. If this is not possible, e.g. due to time pressure, it is advisable to have at least 2 evaluators: the person occupying the post and their superior. For managerial positions, the addition of a co-worker is recommended.

When this sorting concerns an overall evaluation, all 102 competence behaviour cards can be used. If a functional evaluation is envisaged, the number of cards can be limited to the cards that are important and essential for the relevant function, or as determined during the Profile Sorting.

While assigning the competence cards to the three Evaluation Keys, you should ask yourself the following question for each competence: "Which level is attained by the job holder "Strong"- "Average" or "Poor"?"

The 3 selected Evaluation Keys are arranged horizontally in front of the evaluator. Next, the 102 competence behaviour cards are distributed over these 3 Evaluation Keys. The cards are evenly distributed over the 3 keys. This way the evaluator is encouraged to make choices and set priorities. So, at the end each of the keys 'Strong', 'Average' and 'Poor' will have 34 competency behaviour cards assigned to.



To analyse which competences now require further attention in the evaluation, the sorting must be analysed via Competence Summary 2 (attached). Each profile sorter has a separate row (S1, S2, S3,...). Each line contains three figures for each competence (1, 2, 3). These figures refer to the 3 behaviour levels of each competence. For instance, for card V.2.3 the 3 being the third level of behaviour.

2. Detail sorting – 102 competence cards

2.2. Evaluation

2.2.C. Priority sorting with 3 Evaluation Keys

Competence Summary 2 – Detail Sorting:

DETAIL SORTING

Function / Name: Sales Assistant

Sorter 1: Joe Bandsley
Sorter 2: Steven Galan
Sorter 3: Paul O'Sullivan

I. Strategic Intelligence																		
Step 1 Business Insight			Step 2 Capacity to Learn			Step 3 Creativity			Step 4 Decisiveness			Step 5 Problem Analysis			Step 6 Vision			
S1	1	2	3	1	2	3	1	2	3	1	2	3	1	2	3	1	2	3
S2	1	2	3	1	2	3	1	2	3	1	2	3	1	2	3	1	2	3
S3	1	2	3	1	2	3	1	2	3	1	2	3	1	2	3	1	2	3

II. Commercial Intelligence												
Step 1 Customer Orientation			Step 2 Relational Communication			Step 3 Organizational Communication			Step 4 Entrepreneurship			
S1	1	2	3	1	2	3	1	2	3	1	2	3
S2	1	2	3	1	2	3	1	2	3	1	2	3
S3	1	2	3	1	2	3	1	2	3	1	2	3

III. Energy												
Step 1 Dynamics			Step 2 Initiative			Step 3 Result Driven			Step 4 Determination			
S1	1	2	3	1	2	3	1	2	3	1	2	3
S2	1	2	3	1	2	3	1	2	3	1	2	3
S3	1	2	3	1	2	3	1	2	3	1	2	3

Once all profile evaluators have sorted their cards, the competences deemed "Strong" in above Competence Summary "Detail Sorting" need to be flagged with a green text marker. The Clusters then give a clear picture of the main competences, spread over the various Steps, Clusters and Levels.

Subsequently, the competences assigned to the grading "Poor" are indicated in red. This allows you to determine the learning targets.

If the sorting is not for a managerial position, less attention must be paid to the levels 3 that have been marked 'red'. This is quite logical since level 3 always represents the competence at a managerial or strategic level. Contrariwise, this is also true for senior management positions, in which management abilities and strategy are essential skills, fewer levels 1 will be found in the sorting. The aspect of pure execution of tasks has become less important to them.

If there are major differences in the evaluation grading by the various evaluators, hence there are clearly different insights, a strategic decision can be taken in a controlled consultation. Mainly the competences to which one evaluator gave a red colour while another evaluator was giving a green colour, would be the subject of discussion.

This then allows the panel to take organizational decisions, i.e. to select the right person for the job, consider personal aspirations, etc.

2. Detailed Sorting – 102 competence behavior cards

2.2. Evaluation

2.2.D. Priority sorting with 5 Profile Keys

Evaluation Keys to use:

- Very Strong
- Strong
- Average
- Poor
- A Problem

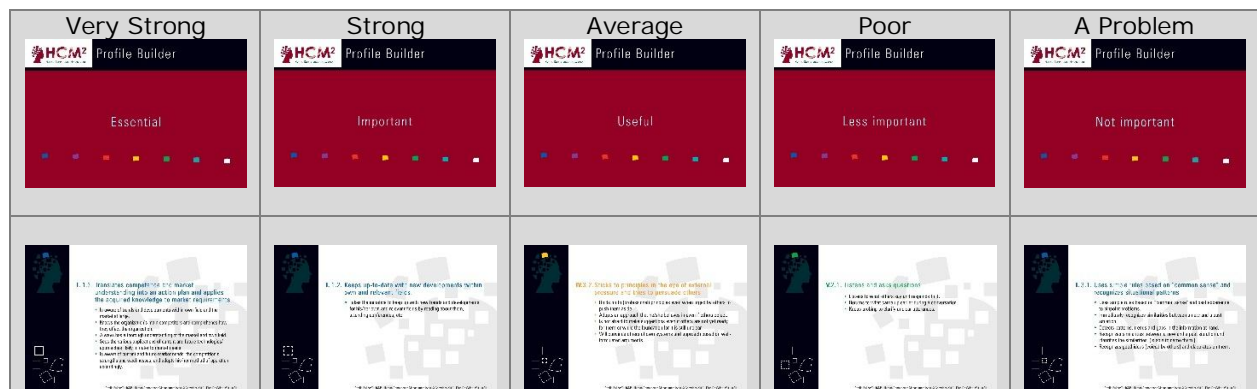
If necessary, the "Not applicable" key may be added to this series.

Under ideal circumstances, the profile is determined based on a 360° sorting. The profile is therefore laid by the person occupying the post, their superior, 2 colleagues, 2 internal/external clients and 2 co-workers. If this is impossible for lack of time, for instance, we recommend using at least 2 evaluators: the person occupying the post and their superior. For managerial posts, the addition of a co-worker is recommended.

When this sorting concerns an overall evaluation, all 102 competence behaviour cards can be used. If a functional evaluation is envisaged, the number of cards can be limited to the cards that are important and essential for the relevant function, or as determined during the Profile Sorting.

While assigning the competence cards to the five Evaluation Keys, you should ask yourself the following question for each competence: "Which level is attained by the job holder "Very Strong" - "Strong" - "Average" - "Poor" or "A Problem"?"

The 5 selected Profile Keys are placed horizontally in front of the evaluator. Next, the 102 competence behaviour cards are distributed over these 5 Profile Keys. The evaluator decides how many cards he/she wishes to assign to each key. For this sorting the cards are evenly distributed over the 5 keys. This way the profile sorter is encouraged to make choices and set priorities; 20 cards on the keys 'Strong', 'Average' and 'Poor', and 21 cards on the keys 'Very Important' and 'A Problem'.



To analyse which competences now require further attention in the evaluation, the sorting must be analysed via Competence Summary 2 (attached). Each profile sorter has a separate row (S1, S2, S3,...). Each line contains three figures for each competence (1, 2, 3). These figures refer to the 3 behaviour levels of each competence. For instance, for card V.2.3 the 3 being the third level of behaviour.

2. Detailed Sorting – 102 competence behavior cards

2.2. Evaluation

2.2.D. Priority sorting with 5 Profile Keys

Competence Summary 2 – Detail Sorting:

DETAIL SORTING									
Function / Name: <i>Sales Supervisor</i>									
Sorter 1: <i>Joe Bondsley</i>									
Sorter 2: <i>Steven Galun</i>									
Sorter 3: <i>Debi Galun</i>									
I. Strategic Intelligence									
	Step 1 Business Insight	Step 2 Capacity to Learn	Step 3 Creativity	Step 4 Decisiveness	Step 5 Problem Analysis	Step 6 Vision			
S1	1 2 3	1 2 3	1 2 3	1 2 3	1 2 3	1 2 3	1 2 3	1 2 3	1 2 3
S2	1 2 3	1 2 3	1 2 3	1 2 3	1 2 3	1 2 3	1 2 3	1 2 3	1 2 3
S3	1 2 3	1 2 3	1 2 3	1 2 3	1 2 3	1 2 3	1 2 3	1 2 3	1 2 3
II. Commercial Intelligence									
	Step 1 Customer Orientation	Step 2 Relational Communication	Step 3 Organizational Communication	Step 4 Entrepreneurship					
S1	1 2 3	1 2 3	1 2 3	1 2 3	1 2 3	1 2 3	1 2 3	1 2 3	1 2 3
S2	1 2 3	1 2 3	1 2 3	1 2 3	1 2 3	1 2 3	1 2 3	1 2 3	1 2 3
S3	1 2 3	1 2 3	1 2 3	1 2 3	1 2 3	1 2 3	1 2 3	1 2 3	1 2 3
III. Energy									
	Step 1 Dynamics	Step 2 Initiative	Step 3 Result Driven	Step 4 Determination					
S1	1 2 3	1 2 3	1 2 3	1 2 3	1 2 3	1 2 3	1 2 3	1 2 3	1 2 3
S2	1 2 3	1 2 3	1 2 3	1 2 3	1 2 3	1 2 3	1 2 3	1 2 3	1 2 3

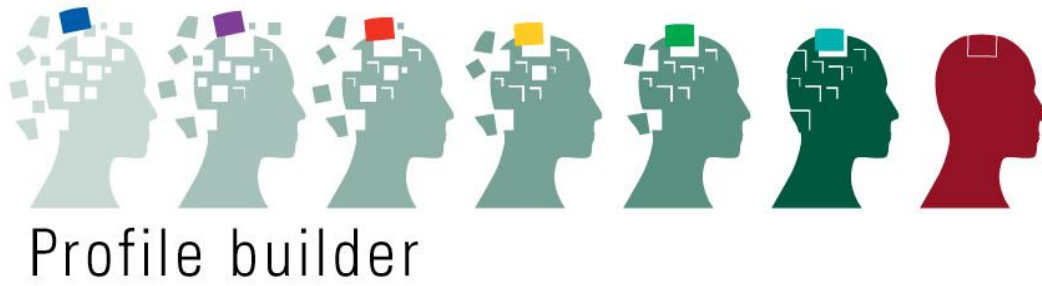
Once all evaluators have sorted their cards, the competences deemed “Strong” in above Competence Summary “Detail Sorting” need to be flagged with a yellow text marker and the “Very Strong” with a green text marker. The Clusters then give a clear picture of the main competences, spread over the various Steps, Clusters and Levels.

Next, the competences assigned to the “Poor” category need to be flagged in orange and “A Problem” flagged in red. This allows you to determine the learning targets.

If the sorting is not for a managerial position, less attention must be paid to the levels 3 that have been marked 'red'. This is quite logical since level 3 always represents the competence at a managerial or strategic level. Contrariwise, this is also true for senior management positions, in which management abilities and strategy are essential skills, fewer levels 1 will be found in the sorting. The aspect of pure execution of tasks has become less important to them.

If there are major differences in the evaluation grading by the various evaluators, hence there are clearly different insights, a strategic decision can be taken in a controlled consultation. Mainly the competences to which one evaluator gave a red or orange colour while another evaluator was giving a green or yellow colour, would be the subject of discussion.

This then allows the panel to take organizational decisions, i.e. to select the right person for the job, consider personal aspirations, etc.



III. Appendix

Competence Summary 1: Global Sorting

Competence Summary 2: Detail Sorting

GLOBAL SORTING

Job function / Name:

Sorter 1:

Sorter 2:

Sorter 3:

I. Strategic Intelligence

	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6
	Business Insight	Capacity to Learn	Creativity	Decisiveness	Problem Analysis	Vision
S1						
S2						
S3						

II. Commercial Intelligence

	Step 1	Step 2	Step 3	Step 4
	Customer Orientation	Relational Communication	Organizational Communication	Entrepreneurship
S1				
S2				
S3				

III. Energy

	Step 1	Step 2	Step 3	Step 4
	Dynamics	Initiative	Result Driven	Determination
S1				
S2				
S3				

IV. Emotional Intelligence

	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6
	Loyalty	Integrity	Independence	Stress Resistance	Courage	Ambition
S1						
S2						
S3						

V. Social Intelligence

	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6
	Social Skill	Capacity to Listen	Written Communication	Team Spirit	Oral Communication	Persuasiveness
S1						
S2						
S3						

VI. Structural Intelligence

	Step 1	Step 2	Step 3	Step 4	Step 5
	Work-Life Balance	Flexibility	Accuracy	Planning and Organization	Process-Oriented Dynamics
S1					
S2					
S3					

VII. Leadership Intelligence

	Step 1	Step 2	Step 3
	Leadership Dynamics	Group-Oriented Dynamics	Development Dynamics
S1			
S2			
S3			

DETAIL SORTING

Job function / Name:

Sorter 1:

Sorter 2:

Sorter 3:

I. Strategic Intelligence						
	Step 1			Step 2		
	Business Insight			Capacity to Learn		
	Step 3			Step 4		
	Creativity			Decisiveness		
	Step 5			Step 6		
	Problem Analysis			Vision		
S1	1	2	3	1	2	3
S2	1	2	3	1	2	3
S3	1	2	3	1	2	3

II. Commercial Intelligence						
	Step 1			Step 2		
	Customer Orientation			Relational Communication		
	Step 3			Step 4		
	Organizational Communication			Entrepreneurship		
S1	1	2	3	1	2	3
S2	1	2	3	1	2	3
S3	1	2	3	1	2	3

III. Energy						
	Step 1			Step 2		
	Dynamics			Initiative		
	Step 3			Step 4		
	Result Driven			Determination		
S1	1	2	3	1	2	3
S2	1	2	3	1	2	3
S3	1	2	3	1	2	3

IV. Emotional Intelligence						
	Step 1			Step 2		
	Loyalty			Integrity		
	Step 3			Step 4		
	Independence			Stress Resistance		
	Step 5			Step 6		
	Courage			Ambition		
S1	1	2	3	1	2	3
S2	1	2	3	1	2	3
S3	1	2	3	1	2	3

V. Social Intelligence						
	Step 1			Step 2		
	Social Skill			Capacity to Listen		
	Step 3			Step 4		
	Written Communication			Team Spirit		
	Step 5			Step 6		
	Oral Communication			Persuasiveness		
S1	1	2	3	1	2	3
S2	1	2	3	1	2	3
S3	1	2	3	1	2	3

VI. Structural Intelligence						
	Step 1			Step 2		
	Work-Life Balance			Flexibility		
	Step 3			Step 4		
	Accuracy			Planning and Organization		
	Step 5			Step 6		
	Process-Oriented Dynamics			Development Dynamics		
S1	1	2	3	1	2	3
S2	1	2	3	1	2	3
S3	1	2	3	1	2	3

VII. Leadership Intelligence						
	Step 1			Step 2		
	Leadership Dynamics			Group-Oriented Dynamics		
	Step 3			Step 4		
	Development Dynamics			Step 5		
	Step 6			Step 7		
	Step 8			Step 9		
S1	1	2	3	1	2	3
S2	1	2	3	1	2	3
S3	1	2	3	1	2	3