

SETTING UP A COMPETENCY PROFILE

A competency profile is a summary of your competencies set up to give a logical overview of your many different types of competencies. These are your *professional specialist competencies*, *personal competencies* (e.g. *conflict management*), *social competencies*, *management competencies*, i.e. the management tools which help you manage your daily tasks, like *business sense*, *legal knowledge*, *project management*, *political insight* etc., as well as *leadership competencies*, including your ability to collaborate with others and give them the belief that the challenges can be overcome.

You can use the competency profile as your own clarification tool to get a clearer image of yourself. Also, you can use the profile as a foundation, an alternative or a supplement to the standard (chronological) CV/résumé when you send a job application to a potential employer, as well as a foundation for a job interview.

Tacit knowledge is a well-known phenomenon concerning knowledge and insight about your own competencies. As individuals we tend to take our competencies for granted. By using the competency profile you can create a more comprehensive description of all of your competencies and improve your options of applying for and landing a job which is, e.g., outside your dominating professional field. You can do so much more!

You can use the following process as **a personal clarification tool**:

STEP 1 – What tasks / projects have you carried out in your former jobs?

Start with your standard résumé and expand it with considerably more details. It requires time patience to get all your tasks down on paper. When you have described the tasks from your work life then continue with tasks from your personal life, e.g. trusted positions held or hobbies you have.

Example 1

Team leader at Multitech 2010 – 2013

- Daily sparring with management
- Daily coaching of staff
- Staff development interviews twice a year
- Salary negotiations once a year
- Introduction to performance based pay
- Conducting of meetings
- Preparing business plans
- Presentation of development goals and criteria for success
- Budgeting
- Stakeholder analysis

Example 2

Top-class volleyball coach 2004 – 2010

- Talent assessment – resource evaluation
- Constructing a team – teambuilding

- Coaching /mental training of players
- Planning and coordination of training sessions
- Interdisciplinary coordination with physiotherapist etc.
- Goal setting- and management for individual players and the team
- Press handling
- Work of the board
- Conflict management between players
- Conducting of meetings

STEP 2 – How were you able to carry out the task? What competencies did you use?

Your next step is to examine what competencies you utilised to carry out your tasks. Take every single task and ask yourself what competencies you used at the start of the task, during the task (consider also potential conflicts), and when you finished the task. If you completed task with great success you have, by doing this exercise, the chance to tell a genuine success story.

Example 1

<i>Task</i>	<i>Competencies utilised</i>
Improving energy efficiency at a gas station	Overview and analysis of project Interdisciplinary communication Customer relations Sales management/coordination Business understanding Reporting in writing Estimations Knowledge of energy balance and consumption Overall technical understanding User of spreadsheet

Example 2

<i>Task</i>	<i>Competencies utilised</i>
Project management	Project management Conducting of meetings Organising documents Project understanding Resource evaluation – resource allocation Project finishing on time Cultural understanding Branding – marketing Creating sense of commitment and relation Conflict management Knowledge sharing (interdisciplinary utilisation)

	and delivery) Economic understanding, budgeting Coordination Political sense and international understanding Business sense, ensuring profit Negotiation competence Decision competence – prioritising Networking Strategic planning Highlighting of issues – reveal the essence
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As you go through the exercise the list of competencies will become very long. This will make it difficult to get an overview of them, and therefore the list must be systemised:

STEP 3 – Categorisation

Now it's time to put your professional competencies into system under a number of headings across your job chronology.

Example:

1. Leadership

- a. Team management
- b. Project management
- c. Advisory team – construction
- d. Contractor team – construction
- e. Conducting of meetings
- f. Strategic interdisciplinary analyses

2. Negotiation

- a. Contract negotiations
- b. Negotiations with advisors, contractors, and suppliers
- c. Negotiations with building users
- d. Negotiations with local authorities
- e. Financial negotiations

3. Technical competencies

- a. Civil engineer – generalist
- b. Developer advising
- c. Developer studies and analyses
- d. Construction programme
- e. Concrete repair
- f. Area of specialisation – restoration jobs

All these competencies can now be tied to your role in the workplace. They are important because you use them all in connection with your different job functions/roles, and they create value in the workplace.

I want to work with this in the future – here's my market value

You now have a good overview of your skills. This gives you a solid foundation to decide which of them you want to use in the future. This exercise will improve your job application activities or your staff development interview. Consider which acquired skills and which inherent skills you want to bring into play in your new/future job. If it's difficult to decide which skills you feel are most important, you can e.g. rank them on a scale of 1 to 5.

Key competencies

Sales

- Experience with market evaluations
- Technical sales support
- Project sales
- Marketing plans

Negotiation

- Contract negotiations – clients/suppliers
- International experiences

Technical competencies

- Civil engineering chemistry
- Production of polymer

Presentation/Communication

- In charge of demonstration of new products
- In charge of technical product information – written and verbal
- Experienced lecturer in several languages
- Campaign experience

Administration/Economy

- Economic responsibility
- Negotiations with bank and major clients

Project management

- In charge of coordination of (X) tasks
- Strategy planning

Having gone through the competency profile, you can now transfer your key competencies to your résumé/your profile in your chronological résumé.

Example of résumé

MSc in Engineering (Chemistry). Business experience in marketing and sales, nationally as well as internationally.

I have worked as Marketing manager, Support engineer, and Product coordinator in different trade and production companies. My knowledge of different cultures and types of society has enabled me to quickly develop networks. My main ambition is to continue to develop personally, culturally, and professionally through my work utilising my technical background and my marketing and sales experiences.