

Area	Competency	Knowledge	Skills	Attitudes	Values	Behaviors	Performance Indicators	Assessment Methods	Measurement Tools	Development Strategies
Leadership	Strategic Leadership	Understanding of organizational strategy and vision. Ability to analyze market trends and identify opportunities for growth.	Developing and implementing strategic plans. Analyzing financial data and market trends. Communicating vision and strategy to stakeholders.	Strategic thinking, vision, and foresight. Ability to anticipate future challenges and opportunities.	Integrity, transparency, and accountability. Commitment to the organization's mission and values.	Collaboration, communication, and conflict resolution. Ability to build strong relationships and networks.	Setting clear goals and objectives. Analyzing market trends and identifying opportunities. Communicating vision and strategy to stakeholders.	Strategic planning documents, financial reports, and market analysis. 360-degree feedback, stakeholder interviews, and self-reflection.	Strategic planning courses, executive coaching, and industry conferences.	
	Team Leadership	Ability to lead, motivate, and manage a team. Understanding of team dynamics and group processes.	Recruiting, hiring, and developing team members. Delegation of tasks and responsibilities. Monitoring team performance and providing feedback.	Empowerment, collaboration, and communication. Ability to inspire and motivate team members.	Integrity, transparency, and accountability. Commitment to the organization's mission and values.	Collaboration, communication, and conflict resolution. Ability to build strong relationships and networks.	Setting clear goals and objectives. Delegation of tasks and responsibilities. Monitoring team performance and providing feedback.	Team performance metrics, 360-degree feedback, and self-reflection. Observation of team interactions and communication.	Team leadership courses, executive coaching, and industry conferences.	
	Project Leadership	Ability to lead and manage complex projects. Understanding of project management principles and processes.	Identifying project opportunities and defining project goals. Developing project plans and schedules. Monitoring project progress and managing risks.	Organization, communication, and collaboration. Ability to manage resources and timelines effectively.	Integrity, transparency, and accountability. Commitment to the organization's mission and values.	Collaboration, communication, and conflict resolution. Ability to build strong relationships and networks.	Setting clear goals and objectives. Developing project plans and schedules. Monitoring project progress and managing risks.	Project completion rates, budget adherence, and stakeholder satisfaction. 360-degree feedback, stakeholder interviews, and self-reflection.	Project management courses, executive coaching, and industry conferences.	
	Business Development	Ability to identify and pursue new business opportunities. Understanding of market trends and competitive landscape.	Identifying potential business opportunities and conducting market research. Developing business proposals and pitches. Negotiating deals and contracts.	Proactivity, communication, and negotiation. Ability to identify and seize opportunities for growth.	Integrity, transparency, and accountability. Commitment to the organization's mission and values.	Collaboration, communication, and conflict resolution. Ability to build strong relationships and networks.	Identifying potential business opportunities and conducting market research. Developing business proposals and pitches. Negotiating deals and contracts.	New business deals, revenue growth, and stakeholder satisfaction. 360-degree feedback, stakeholder interviews, and self-reflection.	Business development courses, executive coaching, and industry conferences.	
Management	Operational Management	Understanding of organizational operations and processes. Ability to optimize efficiency and productivity.	Monitoring and improving operational performance. Managing resources and budgets. Ensuring quality control and compliance.	Efficiency, organization, and attention to detail. Ability to streamline processes and improve productivity.	Integrity, transparency, and accountability. Commitment to the organization's mission and values.	Collaboration, communication, and conflict resolution. Ability to build strong relationships and networks.	Monitoring and improving operational performance. Managing resources and budgets. Ensuring quality control and compliance.	Operational performance metrics, budget adherence, and compliance records. 360-degree feedback, stakeholder interviews, and self-reflection.	Operational management courses, executive coaching, and industry conferences.	
	Financial Management	Understanding of financial statements and budgeting. Ability to analyze financial data and make informed decisions.	Preparing and reviewing financial statements. Managing budgets and controlling costs. Analyzing financial trends and risks.	Attention to detail, analytical skills, and financial acumen. Ability to make data-driven decisions.	Integrity, transparency, and accountability. Commitment to the organization's mission and values.	Collaboration, communication, and conflict resolution. Ability to build strong relationships and networks.	Preparing and reviewing financial statements. Managing budgets and controlling costs. Analyzing financial trends and risks.	Financial statements, budgets, and financial analysis reports. 360-degree feedback, stakeholder interviews, and self-reflection.	Financial management courses, executive coaching, and industry conferences.	
	Human Resources Management	Understanding of human resources management principles and practices. Ability to attract, develop, and retain talent.	Recruiting, hiring, and developing employees. Managing employee performance and providing feedback. Ensuring compliance with labor laws.	Empowerment, communication, and conflict resolution. Ability to attract and retain top talent.	Integrity, transparency, and accountability. Commitment to the organization's mission and values.	Collaboration, communication, and conflict resolution. Ability to build strong relationships and networks.	Recruiting, hiring, and developing employees. Managing employee performance and providing feedback. Ensuring compliance with labor laws.	Employee recruitment, performance metrics, and compliance records. 360-degree feedback, stakeholder interviews, and self-reflection.	Human resources management courses, executive coaching, and industry conferences.	
	Quality Management	Understanding of quality management principles and processes. Ability to ensure high-quality products and services.	Implementing quality management systems. Monitoring and improving product and service quality. Handling customer complaints and feedback.	Attention to detail, customer focus, and continuous improvement. Ability to ensure high-quality products and services.	Integrity, transparency, and accountability. Commitment to the organization's mission and values.	Collaboration, communication, and conflict resolution. Ability to build strong relationships and networks.	Implementing quality management systems. Monitoring and improving product and service quality. Handling customer complaints and feedback.	Quality management metrics, customer satisfaction scores, and compliance records. 360-degree feedback, stakeholder interviews, and self-reflection.	Quality management courses, executive coaching, and industry conferences.	
Communication	Written Communication	Ability to write clear, concise, and professional business documents. Understanding of business writing conventions.	Writing business proposals, reports, and memos. Editing and proofreading documents. Ensuring clarity and coherence in writing.	Clarity, conciseness, and professionalism. Ability to communicate effectively in writing.	Integrity, transparency, and accountability. Commitment to the organization's mission and values.	Collaboration, communication, and conflict resolution. Ability to build strong relationships and networks.	Writing business proposals, reports, and memos. Editing and proofreading documents. Ensuring clarity and coherence in writing.	Business writing samples, editing and proofreading exercises. 360-degree feedback, stakeholder interviews, and self-reflection.	Business writing courses, executive coaching, and industry conferences.	
	Verbal Communication	Ability to communicate effectively in meetings, presentations, and negotiations. Understanding of communication techniques.	Presenting ideas and proposals in meetings. Negotiating deals and contracts. Providing feedback and coaching to others.	Confidence, communication skills, and negotiation skills. Ability to communicate effectively in verbal settings.	Integrity, transparency, and accountability. Commitment to the organization's mission and values.	Collaboration, communication, and conflict resolution. Ability to build strong relationships and networks.	Presenting ideas and proposals in meetings. Negotiating deals and contracts. Providing feedback and coaching to others.	Communication skills assessments, negotiation exercises, and feedback sessions. 360-degree feedback, stakeholder interviews, and self-reflection.	Verbal communication courses, executive coaching, and industry conferences.	
	Listening Skills	Ability to actively listen and understand others' perspectives. Understanding of active listening techniques.	Practicing active listening techniques in meetings and conversations. Asking clarifying questions and providing feedback.	Empathy, respect, and understanding. Ability to listen and understand others' perspectives.	Integrity, transparency, and accountability. Commitment to the organization's mission and values.	Collaboration, communication, and conflict resolution. Ability to build strong relationships and networks.	Practicing active listening techniques in meetings and conversations. Asking clarifying questions and providing feedback.	Active listening exercises, communication assessments, and feedback sessions. 360-degree feedback, stakeholder interviews, and self-reflection.	Listening skills courses, executive coaching, and industry conferences.	
	Conflict Resolution	Ability to resolve conflicts and manage difficult situations. Understanding of conflict resolution techniques.	Identifying conflict situations and understanding the underlying causes. Mediating and resolving conflicts. Seeking win-win solutions.	Empathy, communication, and negotiation skills. Ability to resolve conflicts and manage difficult situations.	Integrity, transparency, and accountability. Commitment to the organization's mission and values.	Collaboration, communication, and conflict resolution. Ability to build strong relationships and networks.	Identifying conflict situations and understanding the underlying causes. Mediating and resolving conflicts. Seeking win-win solutions.	Conflict resolution exercises, communication assessments, and feedback sessions. 360-degree feedback, stakeholder interviews, and self-reflection.	Conflict resolution courses, executive coaching, and industry conferences.	