DICTIONARY OF KEY PROFESSIONAL COMPETENCES

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Working group

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I. INTRODUCTION

If we are to be professionally successful, not only do we require expert knowledge, but we also need certain competences to be able to carry out our work in accordance with the specific demands of each job and its respective context.

Below we present the Dictionary of Key Professional Competences, which serves as a tool for the development of Professional Qualifications in Catalonia.

This dictionary contains 29 key emotional competences classified by following the model proposed by Daniel Goleman and Richard Boyatzis, which divides them into cognitive competences and emotional competences with the latter being further subdivided into four categories: self awareness, self management, social awareness and relationship management. This facilitates the search and subsequent choice of the necessary competences for each qualification, as is explained in the section on basic concepts.

2. CLASSIFICATION AND DEFINITION OF EMOTIONAL COMPETENCES

2.1. EMOTIONAL COMPETENCES
They refer to the most significant features, attitudes and qualities a person should possess to be able to carry out his/her activities and duties properly.

2.2. PERFORMANCE CRITERIA
Competences are grouped into Performance Criteria so that they can be observable and their effects are measurable in the workplace.

Therefore, they are descriptors of actions or conditions which facilitate the identification of competences. The criteria are evidence or observable proof of the fulfilment of a task.

2.3. LEVELS
They define the descriptive elements needed to be able to determine the degree of specialisation of a competence in the fulfilment of a particular occupation, taking into account a person’s education, training and experience for said fulfilment, as well as the complexity of duties and the degree of autonomy and responsibility required for the post.²

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¹ A model for the classification of competences proposed by Goleman and Boyatzis. Adapted by Cris Bolívar Consulting.
² International Labour Organization (ILO).
### DEFINITION OF EMOTIONAL COMPETENCES

- Achievement orientation
- Concentration
- Conflict management
- Diversity management
- Empathy
- Flexibility
- Frustration tolerance
- Influence
- Initiative
- Innovation
- Interpersonal communication
- Lateral leadership
- Learning
- Listening
- Negotiation
- Openness to change
- Organisational awareness
- Planning and organisation of work
- Proactivity
- Problem solving
- Resource management
- Self-awareness
- Self-confidence
- Self-motivation
- Self-regulation
- Service orientation
- Teamwork and collaboration
- Trustworthiness / Integrity
- Versatility

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3 A model for the classification of competences proposed by Goleman and Boyatzis. Adapted by Cris Bolívar Consulting.
DEFINITION OF EMOTIONAL COMPETENCES

- **ACHIEVEMENT ORIENTATION**
  Striving to improve or reach a certain standard of excellence.

- **CONCENTRATION**
  Paying attention to one single issue or activity and displaying determination to do one particular thing. A mental state that enables one to reflect on just one thing and remain focused on it.

- **CONFLICT MANAGEMENT**
  Managing people and difficult situations with diplomacy and tact. Detecting possible conflicts. Aiming to reach solutions which completely satisfy all parties involved.

- **DIVERSITY MANAGEMENT**
  Understanding different ways of seeing the world and being sensitive to differences among groups. Considering diversity to be an opportunity. Dealing with prejudice and intolerance appropriately.\(^5\)

- **EMPATHY**
  Detecting and understanding other people’s worries, interests, and feelings and responding appropriately to them.

- **FLEXIBILITY**
  Modifying one's behaviour in accordance with changing or ambiguous situations while being effective in different environments with different duties, responsibilities and people.

- **FRUSTRATION TOLERANCE**
  Maintaining a positive attitude and the energy necessary to overcome obstacles.

- **INFLUENCE**
  Changing other people’s behaviour with a view to achieving common goals. Taking on the role of leader of a group or team and generating optimism and commitment among its members.

- **INITIATIVE**
  Acting promptly when the occasion calls for it. Being willing to take advantage of opportunities. Pursuing aims beyond what is required or expected.

- **INNOVATION**
  Encouraging new ideas and fostering experimentation. Providing original solutions to problems.

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\(^4\) A model for the classification of competences proposed by Goleman and Boyatzis. Adapted by Cris Bolívar Consulting.

\(^5\) The Boyatzis-Goleman competence model. Adapted by Cris Bolívar Consulting.
INTERPERSONAL COMMUNICATION
Detecting emotional signs and understanding their message. Seeking mutual understanding and sharing available information.

LATERAL LEADERSHIP
Taking on the role of leader among peers without a formal hierarchical post. Articulating and fostering enthusiasm for shared goals and perspectives among peers at a horizontal level.

LEARNING
Gaining or extending knowledge and techniques related to work. Learning and applying new information, systems and work methods.6

LISTENING
Focusing entirely on what another person is saying or on sounds emanating from an outside source. Understanding the meaning of what one is listening to in its real context.

NEGOTIATION
Reaching satisfactory agreements with people or groups one associates or negotiates with.

OPENNESS TO CHANGE
Recognising the need to change and to eliminate barriers. Fostering change and getting others to do the same. Acting as a catalyst for change.

ORGANISATIONAL AWARENESS
Understanding power relations and levels and processes of decision-making in an organisation.

PLANNING AND ORGANISATION OF WORK
Setting priorities, establishing the necessary action plans to achieve aims within a certain budget; distributing resources and establishing control and monitoring mechanisms.

PROACTIVITY
Achieving aims as well as defining them and seeking ways to accomplish them, surmounting obstacles and managing resources and motivation properly.

PROBLEM SOLVING
Dealing with problems analytically, identifying their most relevant features and causes with a view to finding the most appropriate solutions.

6 Table of a summary of competences defined by a range of companies. Pilar Manzanera.
RESOURCE MANAGEMENT
Identifying, obtaining and assigning human, material and economic resources effectively and properly, with a view to achieving expected outcomes. Optimising available resources for the completion of one’s work.

SELF AWARENESS
Recognising one’s own emotions and their effects. Knowing one’s strengths and weaknesses.

SELF-CONFIDENCE
Belief in one’s own possibilities and capabilities, especially in difficult and challenging situations.

SELF-MOTIVATION
Channelling and saving the necessary energy to reach a goal with enthusiasm and perseverance.

SELF-REGULATION
Handling one’s impulses and emotions in order to give them a proper outlet.

SERVICE ORIENTATION
Exceeding customers’ expectations while displaying great commitment to identifying a problem and providing the most ideal solutions for the satisfaction of customer needs.7

TEAMWORK AND COLLABORATION
Participating actively in the fulfilment of a common aim.

TRUSTWORTHINESS / INTEGRITY
Acting in accordance with what is considered to be important. Being willing to behave honestly, even in difficult situations or when faced with ethical dilemmas.

VERSATILITY
Adapting to different roles and duties and modifying one’s behaviour while maintaining effectiveness in different environments.8

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7 Competences defined by Portal Actual Recursos Humans
8 Table of a summary of competences defined by a range of companies. Pilar Manzanera.