

Guideline Competence Model

What is the competence model?

Our competence model describes the requirements we have - in addition to the professional requirements - for the personal characteristics of our employees. At the same time, it offers each of us a concrete framework for personal development. We have incorporated our previous 10 competencies into this model and have bundled the most important requirements into four basic competencies and one leadership competence. What is new is that we have supplemented these competencies with concrete descriptions so that the practical relevance becomes visible. Note: The description of the competencies reflects a theoretical ideal state, which in practice nobody can achieve in every respect. With a scale from 1 to 10, we provide you with a guide with concrete examples that should encourage you to make a realistic assessment and at the same time leave room for ambitious development goals.

Why do I need the model?

The model is always helpful when you need concrete pointers for your personal development. The requirements described provide guidance - on the one hand for the current position ("Where do I stand?") and on the other hand for determining your personal goals ("Where do I want to go?"). This makes the path and progress of development visible and measurable for employees and superiors. The competence model thus accompanies us as a guideline in all development situations and stages and will - like the previous competencies - be represented in the HR Self Service. In our development centers, leadership camps and 360-degree feedback, we will also use the described competencies as orientation and benchmark to talk about concrete development measures.

How do you use the model?

First of all, you reflect on how far each of the competencies is developed in relation to your current job requirements and rate it on a scale of 1 to 10. If you find it difficult to assess yourself, use help and feedback from superiors, colleagues or your HR manager. We all have different levels of competence, strengths and areas of development. In addition, our business is constantly changing and requirements vary according to role and level, as well as task, such as taking over project management for the first time. In the second step you define your development goals based on the competence profile: WHAT competency do I want to develop HOW in order to achieve WHAT? The more concretely formulated and the more closely aligned with your current work routine and, if applicable, your medium-term goals, the more promising your development will be. In this process, your manager will accompany you closely and give you regular feedback on your development based on the competence model.

And this is how it works - the step by step guide:

You start by reflecting and questioning yourself regarding each competence described:

1. in what way are the individual competences present in relation to the requirements of my current job? Where do I currently find myself on a scale from 1 (non-existent) to 10 (perfect) and how can I determine this?
2. which competences do I want to work on first, what are the priorities of each competence?

Once you have decided which competence(s) you would like to strengthen next, consider the following:

3. what is the goal, so where do I want to go?
 - Do I want to climb from a 5 to an 8 on the scale?
 - How do I describe the competence in the target picture, so what exactly has changed?
4. what exactly do I change about myself and what do I do to achieve this goal?

AND GOING OFF: Now you can approach your development directly and purposefully. Use your supervisor for feedback and support, document your personal goals in a development plan and most importantly: **KEEP AT IT.** It is your development!