What are business competencies?"

Competencies refer to capabilities, abilities, skills, proficiencies, expertise and experience. There are two types of competencies – technical and non-technical. In terms of business competencies, we are focused on non-technical competencies often referred to as professional and personal skills. We also include both motivational values and behavior as non-technical competencies because of their profound impact on job performance and satisfaction.

Technical Competencies

These are the skills and experiences that you can most often identify from an individual's resume (if speaking about a job candidate):

- ❖ **ACHIEVEMENTS** – results the candidate should be able to achieve in the job based on similar experiences in the past
- ❖ **SKILLS** - what the candidate should be able to specifically do such as launch a new brand into a certain channel
- ❖ **KNOWLEDGE** – educational background; what the employee should know such as large account sales or marketing
- ❖ **EXPERTISE** - what the employee should have previously experienced and become expert at such as managing field technicians in the oil and gas industry
- ❖ **RELATIONSHIPS** – colleagues, clients, peers, organizations with whom the employee should have a professional network

Technical competencies are easily verify and discussed. It's either they have then or they haven't. Technical competencies should always be verified.

Non-Technical Competencies

These are professional and personal skills and include both motivational values and behavior. These competencies – more often than not – are the accelerators of performance or – if lacking in sufficient strength and quality – are the reason people fail to excel in jobs.

Think of it this way: two people, similar looks, stature, etc. Graduated from the same colleges and earned the same degrees with similar grades. They both go to work for Company X. One is a star; the other becomes dissatisfied, quits and goes on to another company. The differences between these two people are non-technical competencies.

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Examples of Non-Technical Competencies We Measure:

We measure over one hundred non-technical competencies. A few include:

Accountability for others
Analysis of data
Competitiveness
Empathetic outlook
Personal relationships
Correcting others
Developing Others
Results orientation
Concrete organization
Accurate listening
Self esteem
Job Ethics
Role awareness
Urgency
Desire to lead
Importance of knowledge / information
Self confidence

Importance of Non-Technical Competencies to Job Success

Personal and professional competencies provide a framework to manage organizational culture, core competency management, leadership development, and drive organizational performance. Assuming an employee possesses the required threshold technical competencies, non-technical competencies become the greatest determinants of employee performance. (We too often hire for skills and fire for attitude.) This is why so many companies are including benchmarking as a part of their hiring process and then comparing the competencies of candidates to the competency requirements of the job. And the way to understand candidate competencies is by using the right assessment tools that can accurately and reliably measure them.

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