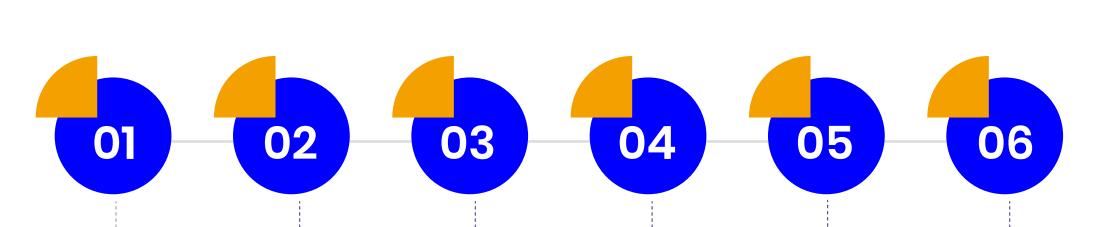
ENTREPRENEURSHIP COMPETENCIES MODEL



SELF-CONFIDENCE

The assurance that one is capable of successfully completing a task and choosing the right approach to perform a job or resolve a problem.



INITIATIVE

Willingness to act proactively without waiting for authorisation or pressure from a superior. Entails seeking out new opportunities, better ways of doing things or solving problems.



PERSEVERANCE

Steadfastness and tenacity sustained over time in order to execute actions aimed at a clear objective.



RISK MANAGEMENT

Ability to assume calculated risks based on warnings and analysis of potential contingencies.



BUSINESS SKILLS

Ability to develop partnerships that are beneficial to the parties involved. It implies identifying with the other side's interests, knowing how to communicate in a timely manner and identifying common areas to produce win-win agreements.



TEAM LEADERSHIP

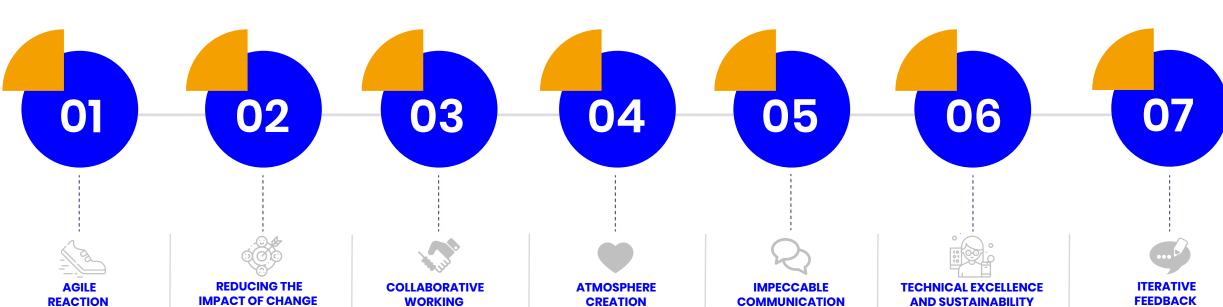
The ability to bring others on board in support of a vision, exercising influence in order to effectively steer them towards a desired objective, and the emotional intelligence to undertake challenges and overcome obstacles as a team.





AGILE COMPETENCIES MODEL





Prioritising customer satisfaction through quick and assertive responses.

Responding positively to change, even using change to achieve objectives and benefit customers.

WORKING

Maintaining a collaborative working attitude throughout all phases of the project. **CREATION**

Nurturing an atmosphere of motivation, support and trust among team members.

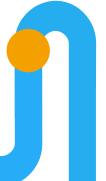
COMMUNICATION

Proactively ensuring the clarity and effectiveness of communication through face-to-face conversations.

AND SUSTAINABILITY

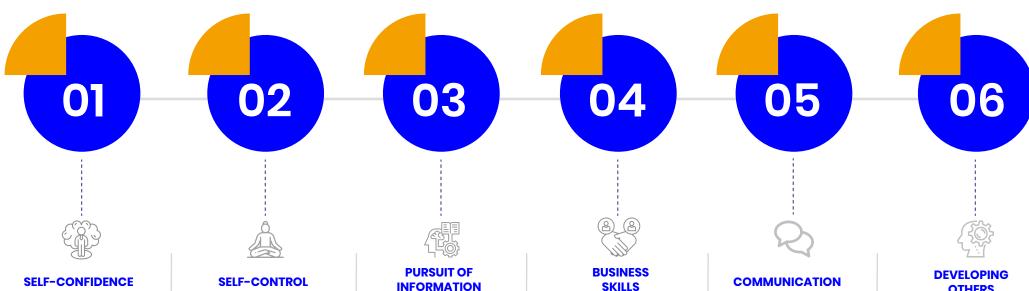
Continually focusing on technical excellence and promoting continued development.

Reflecting on the effectiveness of actions performed in pursuit of adjusting and refining behaviours that are required to achieve current objectives.





PDA GENERIC COMPETENCIES MODEL



The assurance/knowledge that one is capable of doing a good job, completing the assigned mission with the appropriate focus - for the role and the organisation – in order to overcome problems.

The capacity to stay calm and in control when facing difficult situations in order to achieve personal or organisational objectives. It implies the ability to handle constant stress with energy and motivation. Entails handling constant stressful situations with energy and motivation.

INFORMATION The desire and curiosity to

know more about issues, matters or people related to the function, recognising and respecting the confidentiality of some data which might be of interest.

The capacity to close

difficult deals, establish long-term and mutually beneficial alliances and business partnerships.

COMMUNICATION

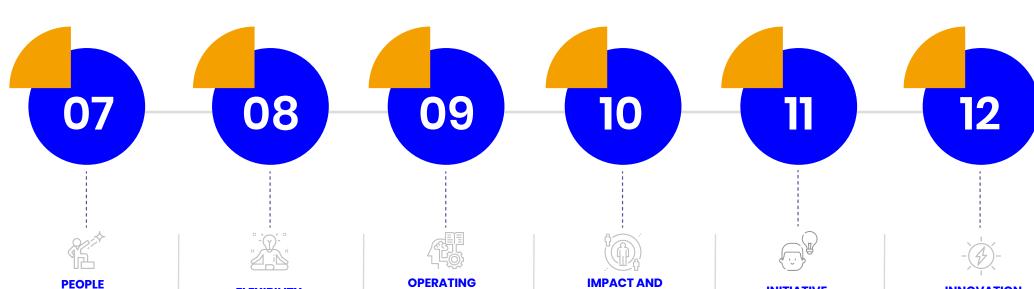
The capacity to generate and share assertive, timely and two-way communication, adapting the verbal and non-verbal language to different audiences, in order to attain established objectives.

OTHERS

It implies a genuine effort to support the development, involvement and training of others, backed by an appropriate analysis of their needs with the organizational context in mind. It is not about routinely having people attend training classes or programmes, but rather a systematic effort to develop others according to those needs.







This implies the appropriate and effective use of authority conferred through a position to gain the commitment of others in order to make them do what is needed to benefit the organisation.

MANAGEMENT

The capacity to adapt and work effectively with diverse groups in different situations.

FLEXIBILITY

OPERATING SKILLS

It implies the skill to turn strategy into specific objectives and action plans, while ensuring the organization/department adheres to procedures and effectively minimising risk. Clearly assigns responsibility and authority.

IMPACT AND INFLUENCE

It implies the intent to persuade, convince or influence others in support of one's own plans.

INITIATIVE

This is the inclination to act in a proactive manner; it implies pursuing new opportunities and better ways to do things or solve problems.

INNOVATION

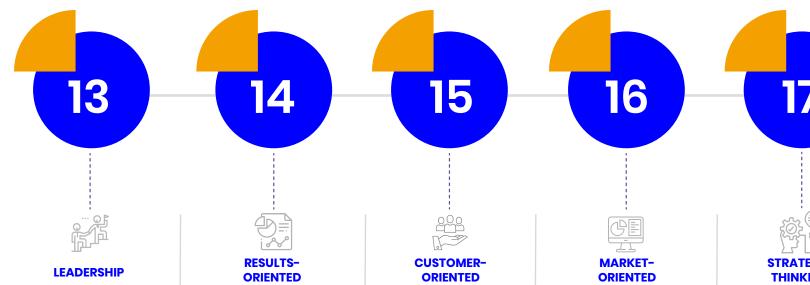
It implies creating something different or ground-breaking. Doing something new that improves one's own performance or that of others.





PDA GENERIC **COMPETENCIES MODEL**





The capacity to lead work groups or teams toward the attainment of common objectives. It implies the ability to lead others.

The concern to establish, accept and achieve challenging goals. It implies striving to improve/exceed one's own past performance standards, as well as those of others, or to achieve what nobody else has, without giving up when faced with difficulties.

The ability to understand and managerelationships with internal customers. promoting and maintaining a solid network of customers and associations.

The ability to understand the dynamics of the market in which the business is being conducted. It implies understanding competitive strengths in the market, including the strategies used by the competition to achieve competitive business positioning and offering added value to the customer.

STRATEGIC THINKING

The ability to identify relationships between situations that are not clearly connected to each other and to build strategies or models; to maintain a big-picture view and identify key issues in complex situations.

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PLANNING

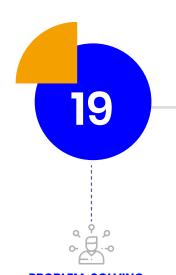
The ability to define objectives, establish the most appropriate actions and resources to assist in achieving them, with follow-up and control of results, as well as the enforcement of appropriate corrective measures when needed.





PDA GENERIC COMPETENCIES MODEL





PROBLEM-SOLVING AND DECISION-MAKING

The ability to identify and analyse relevant information, reach conclusions, assess the impact and make subsequent decisions based on the established alternatives.



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INTERPERSONAL SENSITIVITY

The capacity to interpret and understand the thoughts, behaviours, feelings and concerns of people (peers, direct subordinates or supervisors) expressed verbally and non-verbally.



POLITICAL SENSITIVITY

The skill to understand, interpret and participate in the power relationships of the company or other organisations.



TEAM WORK AND COOPERATION

It implies working in cooperation with others, being part of a team, working together and having a genuine interest in others, as opposed to working individually or competitively.



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BIG-PICTURE VIEW OF THE BUSINESS

The ability to identify business opportunities and the processes that add value to the business, with a genuine orientation toward financial results.



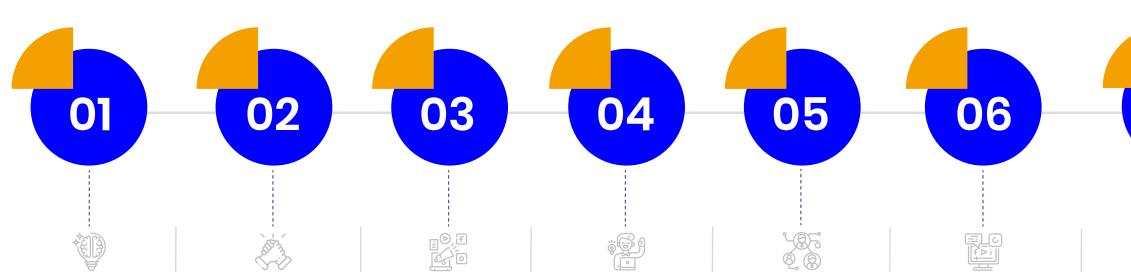
INCLINATION TOWARD QUALITY OF PRODUCTS AND PROJECTS

It is acting to ensure the highest quality standards around. It is reflected in the constant assessment of information reflecting how the work is being done.



DIGITALCOMPETENCIES MODEL





Seeks, obtains, creates, assesses, organises and shares information in digital contexts.

CREATIVE INFORMATION

MANAGEMENT

Works swiftly in cooperation with others in digital environments.

DYNAMIC

COLLABORATION

VERSATILE COMMUNICATION

Adapts the right virtual channel to transmit different types of information according to the target audience.

VERSATILE COMMUNICATION

Adapts the right virtual channel to transmit different types of information according to the target

audience.

EXPONENTIAL LEARNING

Self-manages their own learning using digital tools that broaden their field of action. STRATEGIC FORESIGHT

Has a more global outlook on the digital phenomenon and incorporates it into various future scenarios.



07

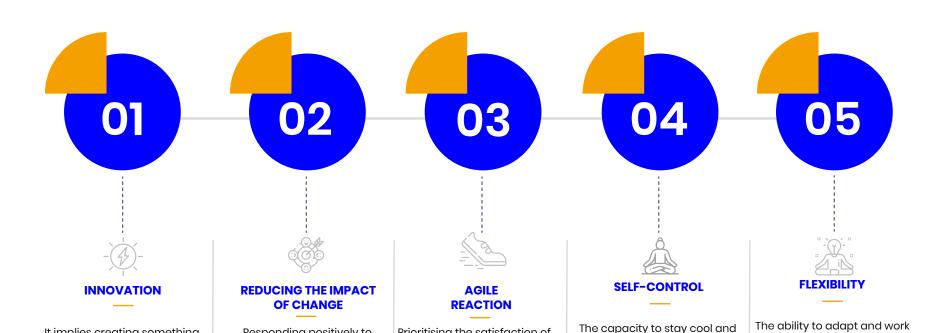
FLUID FEEDBACK

Provides and receives contributions that help refine, modernise or optimise online operations.





POSITIVE CHANGE MANAGEMENT IN VUCA TIME COMPETENCIES MODEL



Prioritising the satisfaction of

the customer's needs

through fast and assertive

answers.

effectively in a variety of

situations, with people or

different groups.

collected in difficult

situations, in order to achieve

personal or organisational

objectives. Entails handling

constant stressful situations

with energy and motivation.

Responding positively to

change, even using change

to achieve objectives and

benefit customers.

It implies creating something

different or ground-breaking.

Doing something new that

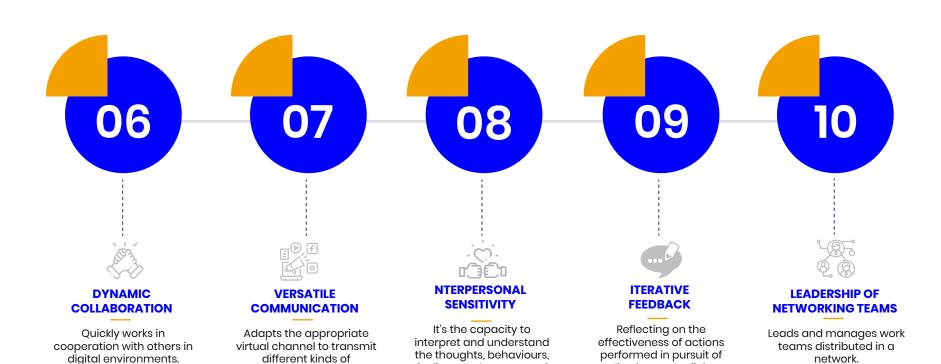
improves one's own

performance or that of

others..



POSITIVE CHANGE MANAGEMENT IN VUCA TIME COMPETENCIES MODEL







feelings and concerns of

people (peers, direct

subordinates or

supervisors) which are

expressed verbally and non-verbally.

information according to

the target audience.

adjusting and refining

behaviours that are

required to achieve

current objectives.