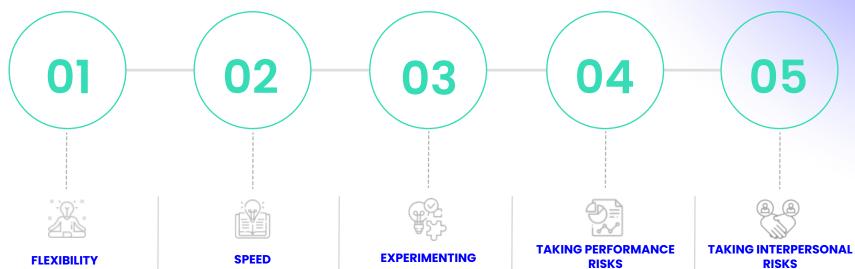
# **LEARNING AGILITY**

## **COMPETENCIES MODEL**



It is the ability to be open and adapt to various situations with different people or groups.

The ability to respond and act quickly and assertively, discarding what doesn't work and effectively seeking alternatives.

Involves creating something different or cutting-edge, trying new behaviors to discover what truly works.

The ability to seek out and take on risks and face challenging opportunities.

The ability to discuss differences with others, expressing one's own ideas and being open to listening to others' opinions, leading to learning and change.



# **LEARNING AGILITY**

# **COMPETENCIES MODEL**



different audiences to

achieve established

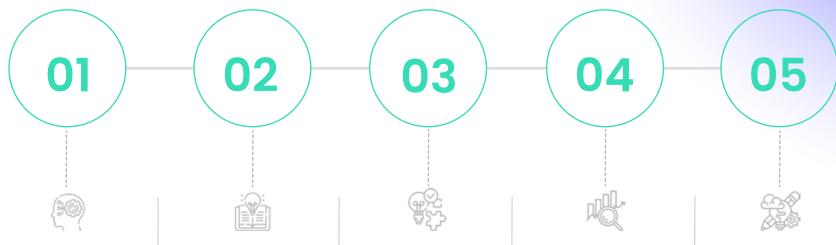
objectives.

involves digging deeper to

obtain the most accurate

information.

# FUTURE COMPETENCIES MODEL



# ANALYTICAL THINKING IN INNOVATION

Analytical thinking involves detecting patterns, exchanging ideas, having the ability to observe and interpret data, integrating new information, theorizing and making decisions based on certain factors and available options. It also makes it possible to detect which processes or services can be improved or even innovated.

# ACTIVE LEARNING AND LEARNING STRATEGIES

This skill is commonly referred to as "learning to learn". As all sectors are being affected by technological advances, it is essential that workers have the ability to learn on an ongoing basis in order to adapt to change.

## COMPLEX PROBLEM SOLVING

Companies face problems on a daily basis, some of which are solved thanks to technology and artificial intelligence, but there are others that they cannot address. For this reason, it is necessary to have professionals capable of dealing with complex problems to offer the most appropriate solutions, question the information gathered and define a plan of action.

#### CRITICAL THINKING AND ANALYSIS

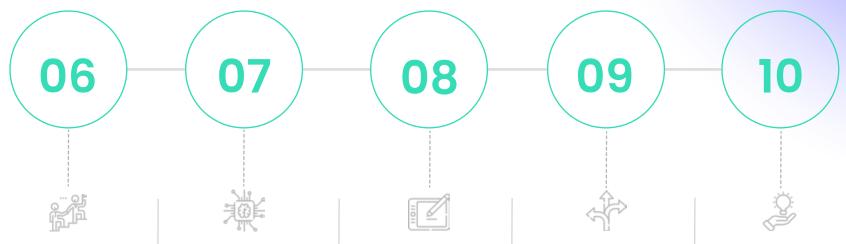
It is the ability to be able to analyze facts to understand a problem or issue in depth; that is, to be able to process and organize facts, data and any other available information to define a problem and develop appropriate solutions.

# CREATIVITY, ORIGINALITY AND INITIATIVE

Creativity involves the development of new and original ideas, methods or products, transcending traditional ways of thinking or acting. This ability allows us to face challenges and difficult situations that have never been faced before. For this reason, creativity is the most sought-after skill in the post-cool era.



# FUTURE COMPETENCIES MODEL



## LEADERSHIP AND SOCIAL INFLUENCE

Leadership is an ability that involves being able to influence others, although not with the intention of controlling or manipulating, but with the aim of motivating and promoting commitment. This ability to influence is based on the generation of trust, and is key to the development of work teams.

## TECHNOLOGY USE, MONITORING AND CONTROL

Diseñar con tecnología es utilizar el ingenio del ser humano en ciertas actividades para satisfacer necesidades y encontrar soluciones.
Esto puede lograrse con la ayuda de nuevas tecnologías o de las ya existentes.

## TECHNOLOGY DESIGN AND PROGRAMMING

To design with technology is to use human ingenuity in certain activities to satisfy needs and find solutions. This can be achieved with the help of new or existing technologies.

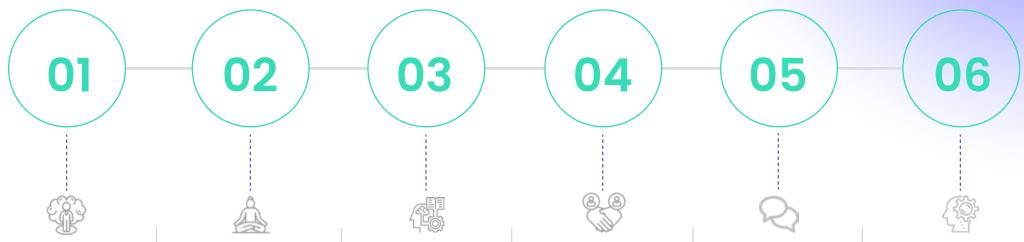
#### RESILIENCE, STRESS TOLERANCE AND FLEXIBILITY

Resilience is the ability to regain positivity towards oneself and others, to bounce back after a setback, a difficulty or an unexpected change. It is undoubtedly a key competence to increase the competitiveness of companies in the fourth industrial revolution.

# REASONING, PROBLEM SOLVING AND IDEATION

Reasoning skills determine how people understand and evaluate situations. They are also crucial for generating coherent and justified points of view that lead to effective problem solving and the generation of new ideas.





#### **SELF-CONFIDENCE**

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 organization – in order to overcome problems. This includes tackling new and growing challenges with an attitude of confidence in one's own skills, decisions and points of view.

#### **SELF-CONTROL**

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.

### PURSUIT OF 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.

#### BUSINESS SKILLS

The capacity to close difficult deals, establish long-term and mutually beneficial alliances and business partnerships. 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. It requires the capacity to control emotions in favor of negotiations.

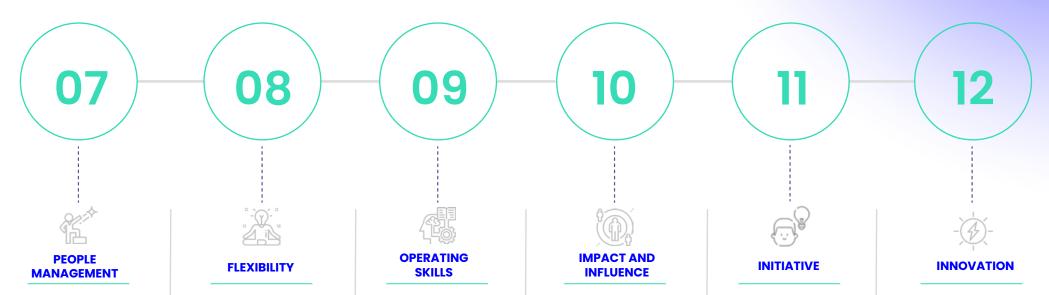
#### COMMUNICATION

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.

# **DEVELOPING 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.





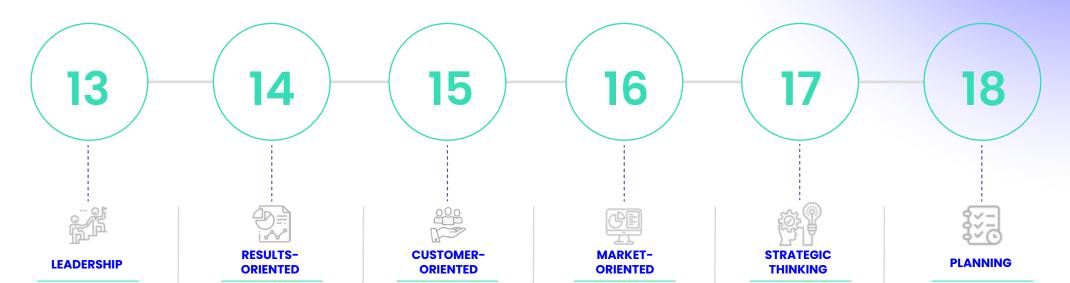
This implies the appropriate and effective use of authority conferred through a position to gain the commitment of others in order to make them do what is needed to benefit the organisation.

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

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.

It implies the intent to persuade, convince or influence others in support of one's own plans. This is the inclination to act in a proactive manner; it implies pursuing new opportunities and better ways to do things or solve problems.

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



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

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

The concern to establish,

faced with difficulties.

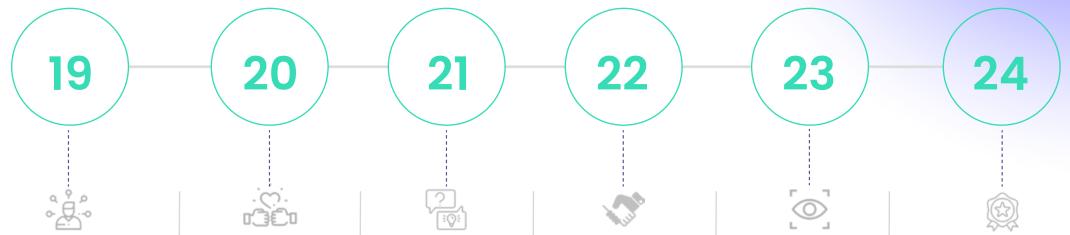
The ability to understand and managerelationships with internal customers. promoting and maintaining a solid network of customers and associations.

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.

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.

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.





### 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.

#### 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.

# BIG-PICTURE VIEW OF THE BUSINESS

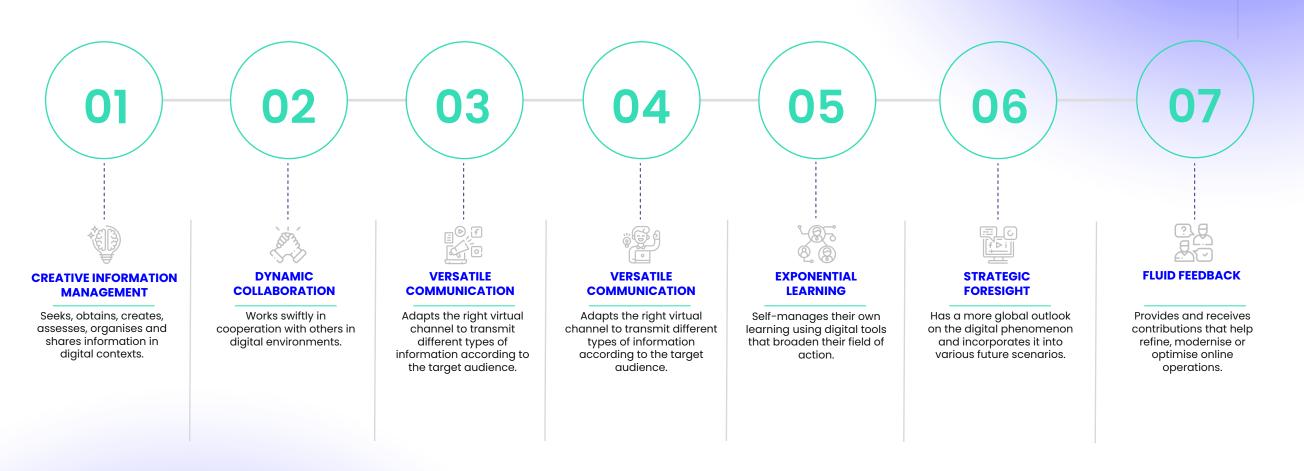
The ability to identify business opportunities and the processes that add value to the business, with a genuine orientation toward financial results.

## 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.



# **DIGITAL**COMPETENCIES MODEL



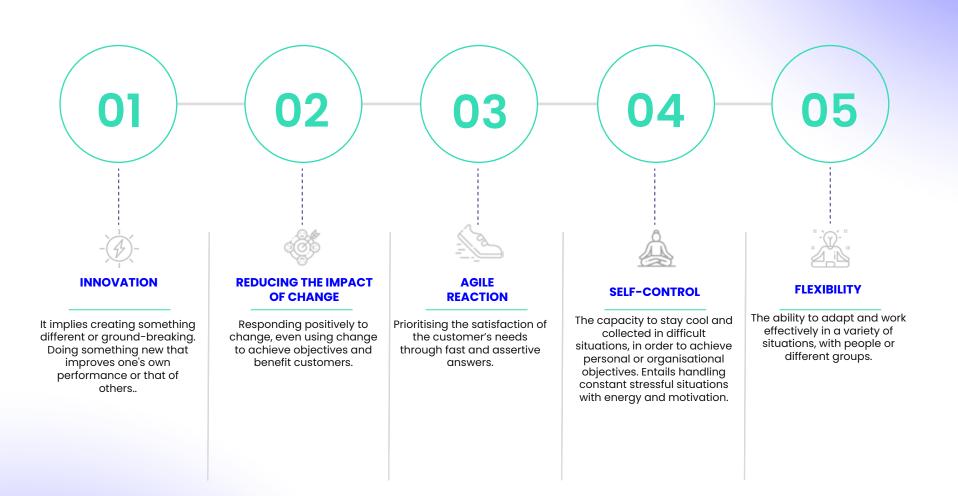


# **AGILE**COMPETENCIES MODEL





# POSITIVE CHANGE MANAGEMENT IN VUCA TIME COMPETENCIES MODEL



# POSITIVE CHANGE MANAGEMENT IN VUCA TIME COMPETENCIES MODEL





# 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.

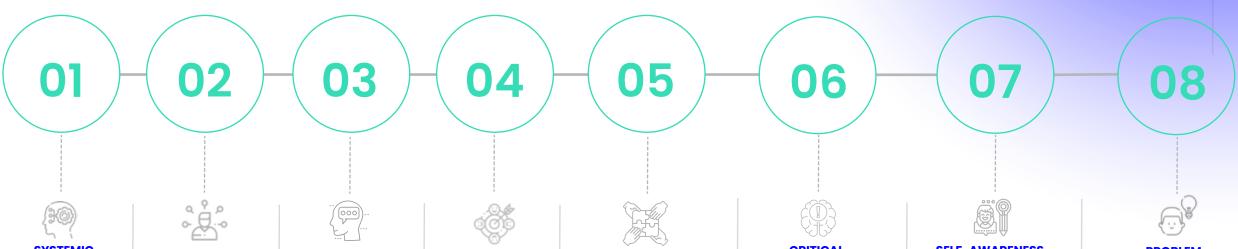
#### **TEAM LEADERSHIP**

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.



# SUSTAINABILITY

### COMPETENCIES MODEL



#### **SYSTEMIC THINKING**

The skills to recognize and understand relationships; to analyze complex systems; to think about how systems are integrated across domains and scales; and to deal with Uncertainty.



The skills to understand and evaluate multiple future scenarios the possible, the probable, and the desirable; to create one's own visions of the future; to apply the precautionary principle; to assess the consequences of actions; and to deal and contradictions. with risk and change.

#### **REGULATION**

The skills to understand and reflect on the norms and values that underlie our actions: and to negotiate sustainability values, principles, objectives and goals in a context of conflicting interests and trade-offs. uncertain knowledge

#### **STRATEGY**

The skills to collectively develop and implement innovative actions that foster sustainability at the local level and beyond.

#### **COLLABORATION**

The skills to learn from others; to understand and respect the needs. perspectives and actions of others (empathy); to understand, identify and be sensitive to others (empathetic leadership); to address conflicts in groups; and to facilitate collaborative and participatory problem solving.

#### **CRITICAL THINKING**

The ability to question norms, practices and opinions: to reflect on one's own values, perceptions and actions; and to take a stand in the sustainability discourse.

#### **SELF-AWARENESS**

The ability to reflect on one's role in the local community and (alobal) society; to constantly evaluate and drive one's own actions; and to deal with personal feelings and desires.

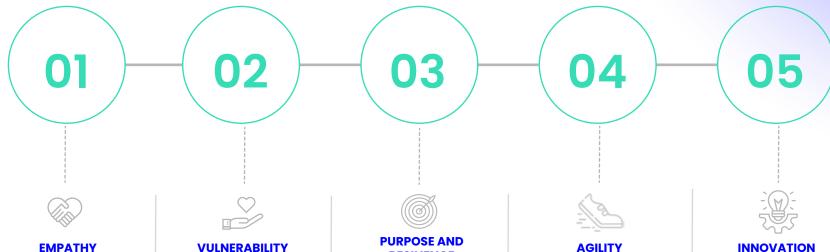
#### **PROBLEM SOLVING**

The general ability to apply different problem-solving frameworks to complex sustainability problems and to devise equitable solution options that promote sustainable development, integrating the above competencies.



# **POSITIVE LEADERSHIP**

## **COMPETENCIES MODEL**



Ability to truly understand people and their needs. Understanding what is valuable to each team member and meeting that need. Providing commitment through respect for the human being, doing what is important to others.

Ability to understand their own emotions and those of others. Know how to recognize that he/she does not have all the answers, recognize his/her uncertainties, share risks and not be afraid to expose him/herself emotionally, be transparent. Ability to ask good questions, to build solutions with the contribution of the team.

#### **RESILIENCE**

Ability to stay connected to values. Focus on profit and purpose. Resilience and ability to keep decisions focused on purpose, even in times of adversity and crisis. Confidence in leading complex and ambiguous situations.

Ability to move and learn fast, to de-bureaucratize, simplify and empower the team to make decisions, to offer and deliver products and solutions quickly to the customer.

#### **INNOVATION**

Ability to create original approaches and solutions. Takes calculated risks. Not afraid to expose himself by proposing disruptive solutions. Leader who is able to connect resources and people in the construction of an innovative environment, who welcomes mistakes as part of the learning process and shares with the team, in the joint search for the best solution.

