

Competencies and Proficiency Levels – Sample Competency Framework

Competency	Sub-competency/Proficiency Level
<i>PERSONAL LEADERSHIP</i>	Accountability
	Effective Communication
	Resilience, Curiosity & Adaptability
	Integrity
<i>COLLABORATION</i>	Coachability
	Diversity and Inclusion
	Team Player
	Emotional Intelligence
<i>GROWTH</i>	Critical Thinking
	Customer Focus
	Diagnostic Information Gathering
	Initiative
	Manage Execution

Figure 1 Competency - Individual Contributor (employee - no one reporting to them in the organisation)

Competency	Sub-competency/Proficiency Level
<i>PERSONAL LEADERSHIP</i>	Change Management
	Resilience, Curiosity & Adaptability
	Integrity & EQ (Emotional Intelligence)
<i>PEOPLE LEADERSHIP</i>	Effective Inspirational Communication
	Lead Teams & Promote Cross-Functional Collaboration
	Champion Diversity and Inclusion
	Drive Performance
	Develop & Empower Others
<i>GROWTH & RESULTS LEADERSHIP</i>	Critical Thinking
	Customer Focus
	Financial Acumen
<i>ORGANISATIONAL & THOUGHT LEADERSHIP</i>	Organisational Leadership
	Executive Maturity

Figure 2 Competency - Manager

Proficiency Levels

Expert	Expert	Innovate, develop and apply task/skill/knowledge in unique ways. Create and share expertise and best practice. Create structure. Demonstrate foresight.
	Advanced	Demonstrate advanced task/skill/knowledge. Apply structure. Demonstrate insight. Coach others.
Competent	Competent	Perform task/skill consistently, accurately and independently.
	Applied	Perform task/skill at a basic level, or perform with coaching and supervision.
Developing	Learning/Aware	Limited awareness of task/skill/knowledge, requires development and coaching.