**The MCP profile**

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| **Personal Leadership** | |
|  | **Motivation:** is driven to develop oneself, to work in different roles and organizations and to contribute to solutions for different business challenges, change projects and (digital) transformations. |
|  | **Personal development:** shows a growth mindset, applies self-reflection and feedback. Has the intrinsic motivation to improve oneself. |
|  | **Gut/Toughness:** shows resilience when facing resistance, criticism or setbacks, controls his/her own emotions in stressful situations; shows himself/herself to be an equal conversation partner and has the guts to express his/her own vision, opinion and feelings. |
|  | **Ownership:** takes responsibility to achieve the goal, autonomously directs the process towards the goal and organizes help if needed. |

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| **Connect people** | |
|  | **Positive & Inspiring attitude:** inspires and motivates others with an enthusiastic and positive attitude; is transparent and sincere; creates an atmosphere of trust. |
|  | **Involved**: asks questions out of genuine interest; listens and wants to understand the other and thus creates safety and trust. |
|  | **Collaborative**: has a collaborative attitude; is helpful and actively contributes to the effectiveness and atmosphere in the team in order to achieve common results. |
|  | **Communication skills:** communicates effectively (right amount, content and form) by tailoring the message to the recipient; uses appropriate arguments to get people on board or to convince them. |

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| **Know what matters** | |
|  | **Autodidact/ learning agility:** is curious and intrinsically motivated to acquire new knowledge, skills and tools, eg. in the field of digital, data & technology. |
|  | **Complexity management:** knows how to quickly oversee, understand and simplify a large amount of complex information, makes connections, grabs the essence and structure and is able to communicate it in a simple and understandable way. |
|  | **Thinking flexibility**: knows how to analyse an issue in depth and as a whole, continues to integrate new information into its own analysis and conclusions. |
|  | **Multiple thinking**: is able to think in different possibilities in every situation and takes into consideration the consequences of different choices. |

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| **Manage the process** | |
|  | **Proactive:** takes initiative and takes the first step to understand, to take action, to approach someone, to anticipate chances, to look ahead. |
|  | **Delivers results:** translates the goal into realistic steps & priorities, monitors progress and, if necessary, sets new priorities, works efficiently and achieves concrete results on time through targeted actions and decisions. |
|  | **Agile worker:** dares to experiment and make 'mistakes', is able to adapt and improve things when something doesn’t work, has a fast cycle of reflection to keep moving forward quickly, continuously adapts planning to new circumstances without losing sight of the goal. |
|  | **Stakeholder management:** is able to identify relevant stakeholders, proactively aligns with them, shares information, uses knowledge and expertise of others and knows how to get them on board for the benefit of the objectives. |

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| **Think and act outside in** | |
|  | **Innovative & creative:** keeps up with trends and new developments, uses them to propose innovative and creative ideas/solutions and contributes to the continuous innovation of the business. |
|  | **Perspective thinking:** is able to see the big picture and aware of different stakeholders with their interests & perspectives and takes this plurality into account in his/her actions. |
|  | **Customer oriented attitude:** willing to exceed customer expectations, works in co-creation with the customer, understands the customer's needs and puts the objectives of the customer centrally. |
|  | **(Informal) networker**: easily establishes and maintains (new) contacts inside and outside the organisation, actively involves others in order to achieve objectives. |

*Green = must haves*

*Blue = to be developed by the end of traineeship*