

**IMPORTANT:** Under optimal environment conditions the vast majority of individuals may have the ability to perform adequately in any of the following competencies. We use the term "Optimal conditions" when several of the following conditions exist in the work environment: good leadership, motivation, recognition, support and training, among many others. We understand environment conditions are not always "optimal"...

### 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 organizational objectives. It implies the ability to handle constant stress with energy and motivation.



### Pursuit of Information

The desire and curiosity to know more about issues, matters or people related to the function, recognizing and respecting confidentiality of some data which might be of interest. It implies going beyond asking purely routine or normal workday questions. It equally implies searching in depth or pressing for more precise information, in order to resolve variances by questioning and looking around for opportunities or information that may be useful in the future.



### 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 verbal and non-verbal language for 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 programs, but rather a systematic effort to develop others according to those needs.



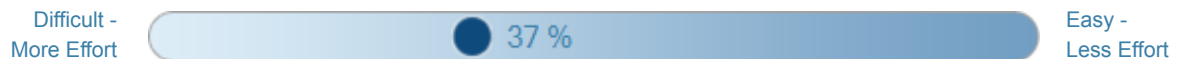
### People Management

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 organization. It implies providing adequate direction in some cases and holding people accountable for their performance within the organization, as well as confrontation, when necessary.



### Flexibility

The capacity to adapt and work effectively with diverse groups in different situations. The person who has this competency will be able to understand and value different positions or opposing points of view, will adapt his/her own focus as demanded by changing situations and will promote changes imposed by the organization or the responsibilities of the position.



### 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 minimizing risk. Clearly assigns responsibility and authority.



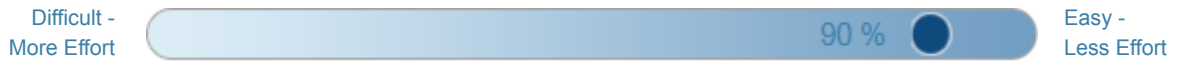
### Impact and Influence

It implies the intent to persuade, convince or influence others in support of one's own plans. It implies the desire to produce a certain impact on people who might affect plans, to create a certain impression on them or ensure that they do things as desired.



### 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.



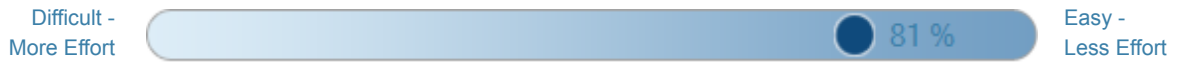
### Innovation

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



### Leadership

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



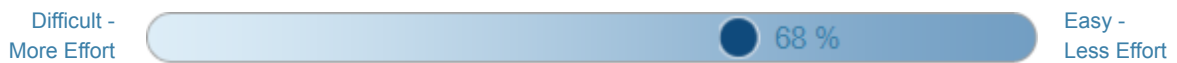
### Results-Oriented

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.



### Customer-Oriented

The ability to understand and manage relationships with internal customers, promoting and maintaining a solid network of customers and associations. It implies the assurance that the organization/department will honor its business commitments by providing high-quality products and services.



### Market-Oriented

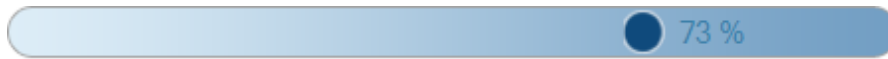
The ability to understand the dynamics of the market in which business is being conducted. It implies understanding competitive strengths in the market, including the strategies used by the competition to achieve competitive business positioning and offering added value to the customer.



### 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. It includes the use of creative or conceptual reasoning.

Difficult -  
More Effort



Easy -  
Less Effort

## 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. // The capacity to determine business goals and priorities, dictating action, deadlines and required resources.

Difficult -  
More Effort



Easy -  
Less Effort

## Problem-Solving

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

Difficult -  
More Effort

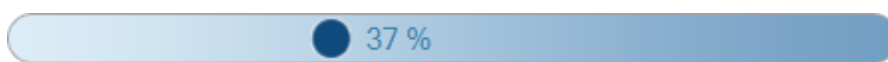


Easy -  
Less Effort

## Interpersonal Sensitivity

The capacity to interpret and understand the thoughts, behaviors, feelings and concerns of people (peers, direct subordinates or supervisors) expressed verbally and non-verbally. It implies having empathy and observation skills.

Difficult -  
More Effort

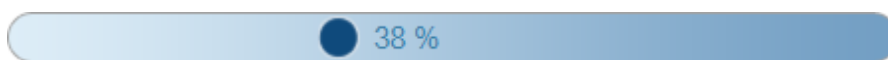


Easy -  
Less Effort

## Political Sensitivity

The skill to understand, interpret and participate in the power relationships of the company or other organizations. Understands and manages relationships with internal customers to identify key people who could solve problems during a certain time or in a certain situation. Has the ability to communicate and ensure that actions and procedures are understood internally.

Difficult -  
More Effort



Easy -  
Less Effort

## Teamwork 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. It is the desire to participate and make others participate in a shared vision. Someone with this competency will be able to assemble high-performance work teams and help others through trust, delegation, participation and coaching.

Difficult -  
More Effort

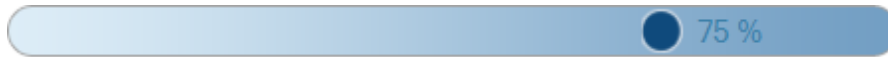


Easy -  
Less Effort

## 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. It implies having the skill to assess the impact that different options, policies and procedures can have on the business and being able to identify key issues in complex situations.

Difficult -  
More Effort

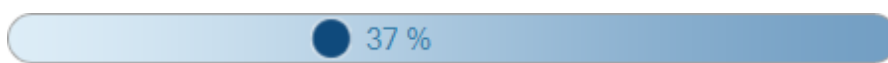


Easy -  
Less Effort

### 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. It implies insistence that roles and duties be impeccably coordinated.

Difficult -  
More Effort



Easy -  
Less Effort

The importance of identifying and knowing the Natural Behavioral Profile of individuals is highly useful in predicting how much "effort" these competencies will require and demand, that is if the individual will be able to display them naturally, spontaneously and "effortlessly," or whether a "greater effort" will be required since this is not this individual's "natural" competency. For example: An individual of an "impatient and restless nature" will need greater effort for the "Analysis Skills" competency, while the "Sense of Urgency" competency will be a natural skill, therefore requiring "least effort."