

Hogan Competency Model Definitions

Competency	Definition	Domain
Accountability	Accepts responsibility for one's actions regardless of outcomes.	Intrapersonal
Anticipating Problems	Forecasts and detects errors, gaps, and potential flaws.	Business
Attracting Talent	Recruits, rewards, and retains individuals with needed skills and abilities.	Leadership
Business Insight	Applies business knowledge to achieve organisational goals and objectives.	Leadership
Caring about People	Displays sensitivity towards the attitudes, feelings, or circumstances of others.	Intrapersonal
Communication	Communicates effectively with others.	Interpersonal
Competing with Others	Strives to exceed others' performance.	Intrapersonal
Customer Focus	Provides courteous, timely, and helpful service to encourage client loyalty.	Interpersonal
Dealing with Ambiguity	Comfortably handles unclear or unpredictable situations.	Intrapersonal
Decision Making	Uses sound judgment to make timely and effective decisions.	Leadership
Delegating	Assigns work to others based on tasks, skills, and workloads.	Leadership
Dependability	Performs work in a reliable, consistent, and timely manner.	Intrapersonal
Detail Focus	Performs work with care, accuracy, and attention to detail.	Intrapersonal
Developing People	Provides support, coaching, training, and career direction to others.	Leadership
Displaying Confidence	Projects poise and self-assurance when completing work tasks.	Intrapersonal
Driving Change	Champions new methods, systems, and processes to improve performance.	Leadership
Driving for Results	Accomplishes goals, completes tasks, and achieves results.	Intrapersonal
Driving Innovation	Stimulates creative ideas and perspectives that add value.	Business
Driving Performance	Provides guidance and feedback to maximise performance of individuals and/or groups.	Leadership
Driving Strategy	Directs effort to achieve long-term business objectives.	Leadership
Engagement	Demonstrates loyalty and commitment through enthusiasm and extra effort.	Interpersonal
Financial Insight	Applies financial knowledge to achieve organisational goals and objectives.	Business
Flexibility	Changes direction as appropriate based on new ideas, approaches, and strategies.	Intrapersonal
Handling Stress	Manages pressure without getting upset, moody, or anxious.	Intrapersonal
Humility	Displays modesty, acknowledges limitations, and seeks feedback.	Intrapersonal
Industry Insight	Applies knowledge of industry trends and outlooks to achieve organisational goals and objectives.	Business
Influencing Others	Persuades others to help achieve organisational goals and objectives.	Interpersonal
Inspiring Others	Motivates others to accomplish organisational goals.	Leadership
Integrity	Acts honestly in accordance with moral or ethical principles.	Intrapersonal
Leading Others	Demonstrates general leadership ability and effectiveness.	Leadership
Leveraging Diversity	Respects and values individual differences to obtain a desired effect or result.	Interpersonal
Leveraging People Skills	Gets along well with others, is tactful, and behaves appropriately in social situations.	Interpersonal

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Leveraging Work Skills	Applies technology and job-relevant abilities to complete work tasks.	Business
Listening to Others	Listens and restates the ideas and opinions of others to improve mutual understanding.	Interpersonal
Managing Conflict	Resolves hostilities and disagreements between others.	Leadership
Managing Resources	Coordinates people and financial and material capital to maximise efficiency and performance.	Leadership
Negotiating	Explores alternatives to reach outcomes acceptable to all parties.	Interpersonal
Networking	Builds and maintains a system of strategic business connections.	Interpersonal
Organisational Citizenship	Exceeds job requirements to help the organisation.	Interpersonal
Overcoming Obstacles	Pursues goals and strategies despite discouragement or opposition.	Intrapersonal
Planning and Organising	Coordinates and directs activities to help achieve business objectives.	Intrapersonal
Political Savvy	Recognises, interprets, and works within the political environment of an organisation.	Business
Positive Attitude	Displays a positive disposition towards work.	Intrapersonal
Presenting to Others	Conveys ideas and information to groups.	Business
Processing Information	Gathers, organises, and analyses diverse sources of information.	Business
Professionalism	Acts in accordance with job-related values, principles, and standards.	Intrapersonal
Quality Focus	Strives to meet quality standards and produce quality work products.	Business
Relationship Building	Develops collaborative relationships to facilitate current and future objectives.	Interpersonal
Rule Compliance	Adheres to directions, policies, and/or legal guidelines.	Intrapersonal
Safety Focus	Attends to precautions and proper procedures to guard against work-related accidents and injuries.	Business
Sales Focus	Generates revenue by promoting products and services to others.	Business
Self Development	Actively acquires new knowledge and skills to remain current with and/or grow beyond job requirements.	Intrapersonal
Self Management	Demonstrates appropriate motivation, attitude, and self-control.	Intrapersonal
Setting Goals	Identifies short-term objectives and steps to achieve them.	Business
Solving Problems	Identifies solutions given available information.	Business
Staying Alert	Remains focused when performing monotonous tasks.	Intrapersonal
Taking Initiative	Takes action without needing direction from others.	Intrapersonal
Taking Smart Risks	Evaluates tradeoffs between potential costs and benefits and acts accordingly.	Intrapersonal
Team Building	Assembles productive groups based upon required skills, goals and tasks.	Leadership
Teamwork	Collaborates with others to achieve goals.	Interpersonal
Time Management	Plans and prioritises work to maximise efficiency and minimise downtime.	Intrapersonal
Working Hard	Consistently strives to complete tasks and assignments at work.	Intrapersonal