

## Maximizing Human Potential Through Behavioural Competencies 100 CORE COMPETENCIES



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The book written by Dr. Sanjeev P. Sahni – “Maximizing Human Potential Through Behavioural Competencies: 100 Core Competencies” comes across as a critical connect for HR professionals at a time when the Future of HR is increasingly getting aligned to business. Higher focus & accountability of HR Processes, measurement and impact on business will depend greatly on the right definition of Talent Strategy and that’s where the concept, definition & understanding of Competency Framework – behavioral & functional will be a pre-requisite. The book will offer a much needed clarity on Behavioural & Functional Competencies.

My compliments to Dr. Sahni for his simple & concise approach to the book on Competencies which will serve as a critical missing link for HR Professionals in future.

Amongst the plethora of books on the subject of Competency, Dr Sahni’s book stands out as a refreshing piece of learning especially since he has also covered the application of competencies. Dr Sahni’s inimitable style of communication conveys the message emphatically. The book will be a good resource for practicing managers in acquisition and development of talent. The approach to identifying competencies is both intellectual as well as pragmatic. Even young professionals will benefit from the book as it provides relevant indication of competencies that are critical. The content and the flow of the presentation makes the book a pleasant reading and of high value.



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The book “Maximizing Human Potential Through Behavioural Competencies: 100 Core Competencies” addresses the concept of competency mapping holistically and in simplified language. It addresses the concepts related to competency mapping, theoretical paradigms etc. I liked the behavioral indicators enlisted for each competency. The information has been written in the concise, precise, and coherent form and presented eloquently. The book is a must-read for everyone who is interested to make a career and is currently working in Managerial positions.”

I always value and recollect with fond memories of Dr. Sanjeev Sahni, a very passionate professional. Competencies have been the most dear subject to him and working on 100 Core Competencies is a favour to students, teachers as well as professionals. A very elaborate work has been done with indepth research by him. The author talks like Bhishma Pitamah in the Shanti Parva, describing qualities and Competencies of people in all walks of life including the leaders at all levels. The 100 Core Competencies indeed are very comprehensive. Bhishma tells the Pandavas : Our Competencies create fortune. Our incompetencies create misfortune. These are sources of our joy or sorrow. We are thus shackled by karma (our performance). Karma binds us to the material world, compels us to be born and compels us to die. No one can change this, except one. That one is God (The Sarvaguna Sampanna) Pray to God to cope with the shackles of karma’ Still one may find that Dr. Sanjeev brings this relationship between Competencies and performance so powerfully in his book which would become very true support in people development.



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Former Director HR  
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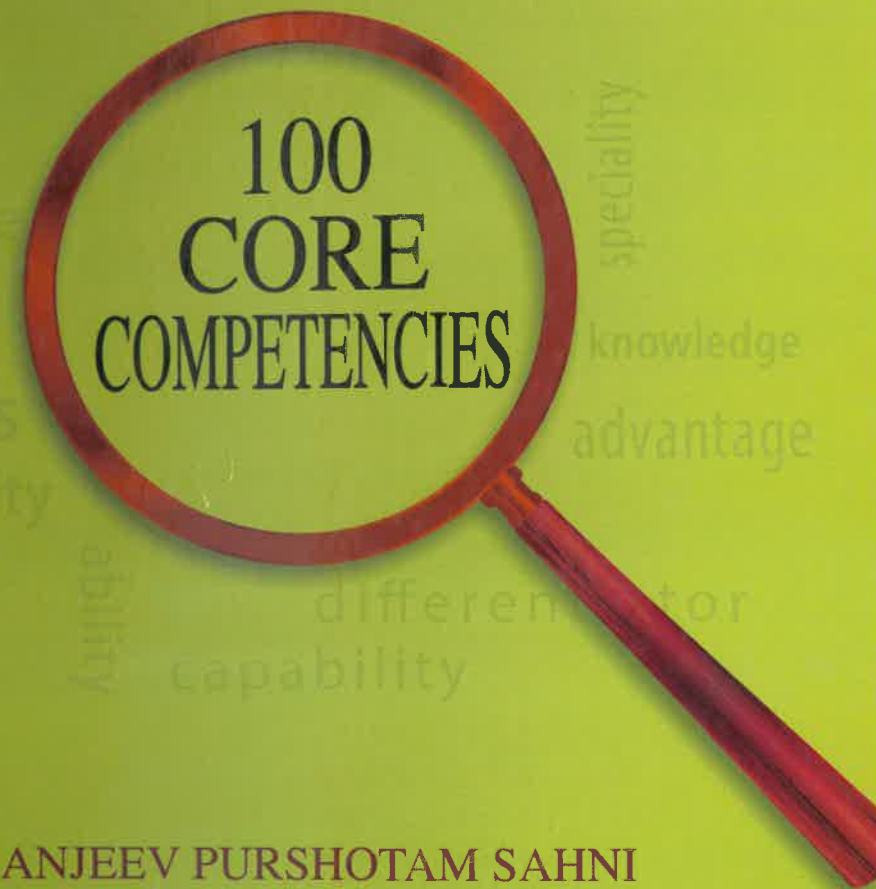
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# Maximizing Human Potential Through Behavioural Competencies



SANJEEV PURSHOTAM SAHNI  
MOHITA JUNNARKAR

BLOOMSBURY

**Maximizing Human Potential  
Through Behavioural Competencies:  
100 Core Competencies**



**Sanjeev Purshottam Sahni  
Mohita Junnarkar**

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## Glossary

### *Definition of Competencies*

<i>S. No.</i>	<i>Competency</i>	<i>Definition</i>
1.	Accountability	It is the ability to demonstrate and assume responsibility for the performance of a role or task, towards achieving the desired output.
2.	Adaptability	The ability to make an effective change, in response to a current or future perceived alteration to the changing circumstances.
3.	Analytical Thinking	The ability to take a logical approach towards understanding the situation and breaking it into components, for the purpose of identifying key issues.
4.	Attention to details	The ability to process detailed information precisely, effectively and comprehensively.
5.	Balanced Individual	The capacity of an individual to have accurate amount of emotional stability and resolve problems efficiently.
6.	Building Customer Loyalty	Effectively satisfying the customers' needs by building relations with them, and taking an extra step to keep them content with the goods or services offered.
7.	Building Partnerships	The capacity of an individual to recognize others skills, initiate working relationships and maintaining them jointly which would be beneficial to both parties.
8.	Building Positive Working Relationships	The ability to develop and maintain positive and collaborative relationships with others, in order to accomplish personal work goals and business goals.
9.	Building Trust	The skill to create firm belief in the reliability and ability of oneself in others.

<i>S. No.</i>	<i>Competency</i>	<i>Definition</i>
10.	Change Leadership	The ability to influence and enthuse others through personal advocacy, vision and drive.
11.	Change Management	The capability to adapt to the changes in business environment in a skilled and efficacious manner.
12.	Coaching	Providing timely guidance and feedback to help others strengthen specific knowledge/skills in areas required to accomplish a task or solve a problem.
13.	Commercial Awareness	The ability to understand what makes a business or organization successful, through either buying or selling products or supplying services to a market.
14.	Commitment to Career	Motivation from within to stay focused towards the career chosen
15.	Commitment to Excellence	The competency of an individual to be completely dedicated towards outstanding quality, performance or result on the job or activity.
16.	Communication in Writing	Effectively communicates ideas and views with clarity to others in writing.
17.	Communicating Orally	The ability to communicate with clarity and effectively adjust one's use of language as per the competency of audience.
18.	Competitiveness	The ability of an individual to challenge himself to do better in comparison to his competitors or his own past performance.
19.	Conflict Management	The extent to which one can avert, manage, and resolve conflicts of varying magnitudes among individuals and groups.
20.	Consistency	The capacity to feel an internal motivation to be reliable, unwavering and stable in professional and personal roles.

<i>S. No.</i>	<i>Competency</i>	<i>Definition</i>
21.	Continuous Improvement	It's an ongoing effort to build on strengths and work on improvement of weaknesses.
22.	Continuous Learning	The ability of an individual to grasp and apply new strategies, technologies and adapt to changes thus, giving rise to continuous improvement in the entire process.
23.	Contributing to Team Success	Pre dominantly and actively participating in the functions as a member of a team to move towards successful completion of pre decided focused goals and objectives.
24.	Creative Thinking	A way of looking at things from a fresh, divergent, unique and unorthodox perspective.
25.	Culture and Policy Development	The ability to develop effective policies and working culture that sets boundaries and helps employees stay motivated at work.
26.	Customer Focus	Customer focus is an organizational stance in a company wherein all the services, products, behaviours and attitudes are aligned with the focus only towards needs of clients.
27.	Decision Making	The ability of an individual to weigh the pros and cons of particular options available and making quick well throughout decisions.
28.	Delegation	The action or process of entrusting another individual, a peer or junior with tasks of responsibility and power.
29.	Developing Others	Developing others is a competency wherein an individual is open to sharing knowledge and expertise for the growth and development of his co-workers and himself.

S. No.	Competency	Definition
30.	Diagnostic Information Handling	The ability to gather data and information – the facts and figures, analyze and transform information for successful problem solving.
31.	Emotional Intelligence	It is an ability of an individual to recognize and manage his and others emotions effectively.
32.	Empathetic Outlook	The ability to perceive the feelings of others by placing oneself “in the shoes” of another and to view the situation from their perspective.
33.	Empowering Others	Delegating power or authorizing employees to take decisions in important work settings is such a way that they feel inspired and motivated to work towards the goals and objectives assigned.
34.	Energy	Enthusiasm and passion towards the work being undertaken is extremely important for achieving positive and superior results.
35.	Entrepreneurship	Traditionally, it is a definition for an individual who starts and runs a new business but in an organization, an employee can also be an entrepreneur by starting a new programme at work place influencing customers positively.
36.	Establishing Focus/Setting Direction	Setting direction for resources and personnel in a manner that is aligned with the organization’s vision, mission and goals.
37.	Ethical Standard	The principles that encourage values of fairness, trust and kindness.
38.	Exercising self-Control and Being Resilient	It refers to being patient and calm in situations required and springing back in action once the unpleasant phase is conquered.

S. No.	Competency	Definition
39.	Facilitating Change	Encouraging and motivating others to act upon opportunities for innovative and different approaches for addressing problems and opportunities.
40.	Facilitation	Refers to the tasks needed to run for a productive outcome, activities that are assisted or make tasks easy for others.
41.	Fiscal Management	The ability of an individual to keep the organization running smoothly and efficiently through planned financial management and responsible fiscal resources.
42.	Flexibility	To be able to adapt to changes and dynamics to grow and develop as and when required in an organization.
43.	Follow up	Further examination and enquiry of assigned work and make it reach to its completion is known as follow up.
44.	Formal Presentation	The process of formally presenting a topic to an audience particularly through computerized slide presentations, lectures or speeches.
45.	Forward Thinking	The ability of an individual to be proactive and anticipate the needs of the market and his employees and take appropriate actions, being prepared for consequences.
46.	Gaining Commitment	Helping understand the mission, vision and the goals of the organization so that the employees are bent and motivated towards fulfilling their assigned objectives themselves is known as gaining commitment in organizational terms.
47.	Getting Results	It deals with productivity of an employee delivered in a specific period of time focusing on outcomes rather than the process.

S. No.	Competency	Definition
48.	Goal Setting	The ability to set systematic, measurable, accurate, realistic and time bound targets in accordance t the available resources in an organization.
49.	Grievance Handling	The ability to handle the feeling of dissatisfaction, complaint and feeling of injustice among employees in an organization.
50.	Impact and Influence	The ability to persuade/convince others deeply to adopt the course of action, agenda or idea suggested to attain desired business outcomes.
51.	Influence Other	It is a power or capacity of a person to have a compelling effect on individuals to produce certain kind of actions or behaviour.
52.	Initiative	The ability of an individual to assess and start new things in an organization without any direct managerial effort.
53.	Innovation	Being innovative refers to bring about new ideas and changes at work settings.
54.	Integrating System	The ability to bring number of sub systems together to function as one unit.
55.	Integrity	Displays and conducts consistent behaviour and actions in sync with the organization's procedures and policies.
56.	Interpersonal Skills	The skills required by everybody to interact and communicate with people clearly in business domain.
57.	Leadership	The ability to lead and take decisions and actions to achieve the mission of the organization.
58.	Leveraging Diversity	Fostering an inclusive workplace where individual differences are respected, valued and taken into consideration.

S. No.	Competency	Definition
59.	Listening	It refers to the ability of an individual to effectively and clearly understand and interpret messages in a communication process without prejudging the information and its provider.
60.	Managing Expectations	It is the ability of an individual to manage the professional desires, needs and wants of employees in an organization.
61.	Managing Performance	A well established, all-encompassing term used to describe the practices that derive decisions about ones promotions, transfers, terminations and development needs within an organization.
62.	Managing Work Processes	The ability to evaluate the work processes, services and products to achieve the organizational goals.
63.	Negotiating	It involves skills and knowledge to engage in a dialogue to reach for a beneficial outcome.
64.	Networking/ Relationship Building	It is the ability to identify and initiate working relationships to maintain and develop them in a way that is beneficial to both the parties concerned.
65.	Organization Communication	Distribution of procedures, policies, laying down programs and processes in an organization with clarity refers to organizational communication.
66.	Organizational and Environment Awareness	It refers to understanding the working culture and structure of the organization in addition to the external environment.
67.	Partnering	Voluntary and mutually beneficial working relationship between two or more companies/individuals.
68.	Personal Credibility	Demonstration of a behaviour that on is perceived to be reliable, responsible and a person with integrity and trustworthy.

S. No.	Competency	Definition
69.	Persuasion	The ability to convince others, to present one's viewpoint in such a way that it is accepted by others.
70.	Planning and Organizing	Establishing systematic courses of action for accomplishment of certain objectives and it involves allocating resources in accordance to priorities in the given time.
71.	Political Skills	The skill to recognize what can be controlled by you and what cannot be controlled by you, anticipate who is going to resist your agenda and to decide whom you need to buy in to push your agenda forward.
72.	Practical Thinking	The ability of an individual to use common sense and street smart ways to look at issues and come up with solutions.
73.	Prioritizing	The ability to plan and organize work in accordance to the need of the organization and the need of the hour.
74.	Proactive Approach	Displays the ability of an individual to eliminate problems even before they have the slightest of chance to appear.
75.	Problem Solving	The process of finding solution to complex issues through logic, knowledge and data after critical evaluation of alternatives to achieve desired organizational goals.
76.	Project Management	The application of skills, abilities, knowledge and techniques to complete the activities required for managing the assigned project and meeting its requirements.

S. No.	Competency	Definition
77.	Providing Direction	Alignment of goals of individuals and that of teams to the objectives defined by the vision and mission of the organization and motivating each employee towards the same.
78.	Providing Motivational Support	The ability to enhance other's commitment to work through energizing and creating a sense of direction and purpose for the employees.
79.	Quality Orientation	Maintaining high standards at work by looking for means to improvise products and services and encouraging co-workers to do as well.
80.	Result Orientation	The skill that helps individuals focus on the results and thus, aligning all the resources towards it.
81.	Risk Management	Identification, analysis and acceptance towards the prevailing risks and being able to take logical steps to protect the organization from them and minimize them.
82.	Self-Assessment	The ability to objectively identify one's own strengths and weaknesses in order to use strengths to the advantage and develop and improve the weak areas.
83.	Self-Confidence	The ability of an individual to have belief in one's own ideas, capabilities and judgements to accomplish tasks.
84.	Self-discipline - Sense of Duty	The ability of individuals to have strength in one's own convictions and being true to one's own ideals and motivating others to perform duties with ethical responsibility.
85.	Sense of Belongingness	Emotional and personal bond between people in a team or towards the organization associated with.



<i>S. No.</i>	<i>Competency</i>	<i>Definition</i>
86.	Simplify Complexity	The ability of an individual to remove clutter from complex situations and reducing it to its natural essence.
87.	Social Intelligence	The ability of individual to get along well with others and to get them to cooperate in a team.
88.	Socially Responsible	A socially responsible individual is able to empathize with others and address the concerns genuinely as an organization has to maintain healthy relationships with the external environment as well.
89.	Stewardship of Resources	Effective, efficient and sustainable use of resources and assets in a manner consistent with the norms of an organization.
90.	Strategic Thinking	Understanding the competitive position of a company by assessing the strengths, weaknesses and the outside environment.
91.	Stress Management	The ability of an individual to function and produce results effectively with self-control and required handling under pressure.
92.	Systems Thinking	It is a thinking that concerns an understanding of a system by analyzing the interaction and linkages between the components that form the entirety of the laid system.
93.	Team Leadership	The ability of a person to foster commitment, enthusiasm and provide direction and guidance for the purpose of achieving a certain goal.
94.	Team Work	The ability and desire to work cooperatively with individuals forming a team and demonstrating interest, skill and success in informing groups, together to learn, nurture and grow.

<i>S. No.</i>	<i>Competency</i>	<i>Definition</i>
95.	Technical Credibility	The ability of an individual to apply knowledge, judgement and skill at work.
96.	Technology Use/ Management	The skill of an individual to keep updated with the latest technology for bring fore greater amounts of productivity and easing the operations.
97.	Time Management	Effective management of resources to have efficient operations in a given time frame.
98.	Values and Ethics	Serving with respect and integrity in personal and organizational practices.
99.	Versatility	The ability of an individual to possess multiple talents and utilize them in accordance to situations faced.
100.	Visioning	The technique to lay down what the organization aims at doing in clarity for basic understanding of all the stakeholders and helping them focus in one direction.

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