

STRUCTURES

Which are the structures in which the function is situated?
(organisation chart, reports to, direct reports)

SYSTEMS

Which are the systems and procedures in which the function is to be executed?
(best operating procedures, rules & regulations)

INPUT

Which are the competencies that the job-holder has to possess?
(hiring criteria)

IS₄O JOB HOLDER MODEL

OUTPUT

Which are the results that the job-holder has to achieve?
(reasons of job existence)

STYLES

Which are the styles and cultures in which the function is to be executed?
(values & norms)

SOURCES

Which are the resources and means that are at the job-holder's disposition?
(quid pro quo)

COMPETENTIEMATRIX ('INPUT')



Op de horizontale as situeren zich aan de ene pool de **functiegerichte** competenties. Zij zijn zuiver gericht op de uitoefening van de functie. Aan de andere kant situeren zich de **persoonsgerichte** competenties die betrekking hebben op de psycho-sociale ontwikkeling van de persoon. Deze zijn dus gericht op zijn ontwikkeling als individu en als lid van de groep.

Op de verticale as vinden we aan de ene pool alle **operationele** competenties. Deze inventariseert al het 'kennen, kunnen en zijn' van de functionaris of jobholder en omschrijft een welomschreven functioneel gedrag dat zeer goed waarneembaar en daardoor gemakkelijk meetbaar is. Aan de andere pool vinden we de **breed inzetbare** competenties die moeilijker in operationele termen kunnen worden beschreven, maar de voedingsbodem bieden voor de jobholder om zich intern te profileren, interesse en ambitie te tonen en signalen te geven over zijn werkhouding.

Beide assen vormen via hun vier polen vier velden of kwadranten:

1. Het kwadrant 'operationele functiegerichte competenties':

Dit is het 'kennen, kunnen en zijn' dat voor de efficiënte uitoefening van een bepaalde functie minimaal vereist is. Dit zijn duidelijk waarneembare competenties; zichtbaar, gemakkelijk testbaar en meetbaar.

2. Het kwadrant 'operationele persoonsgerichte competenties':

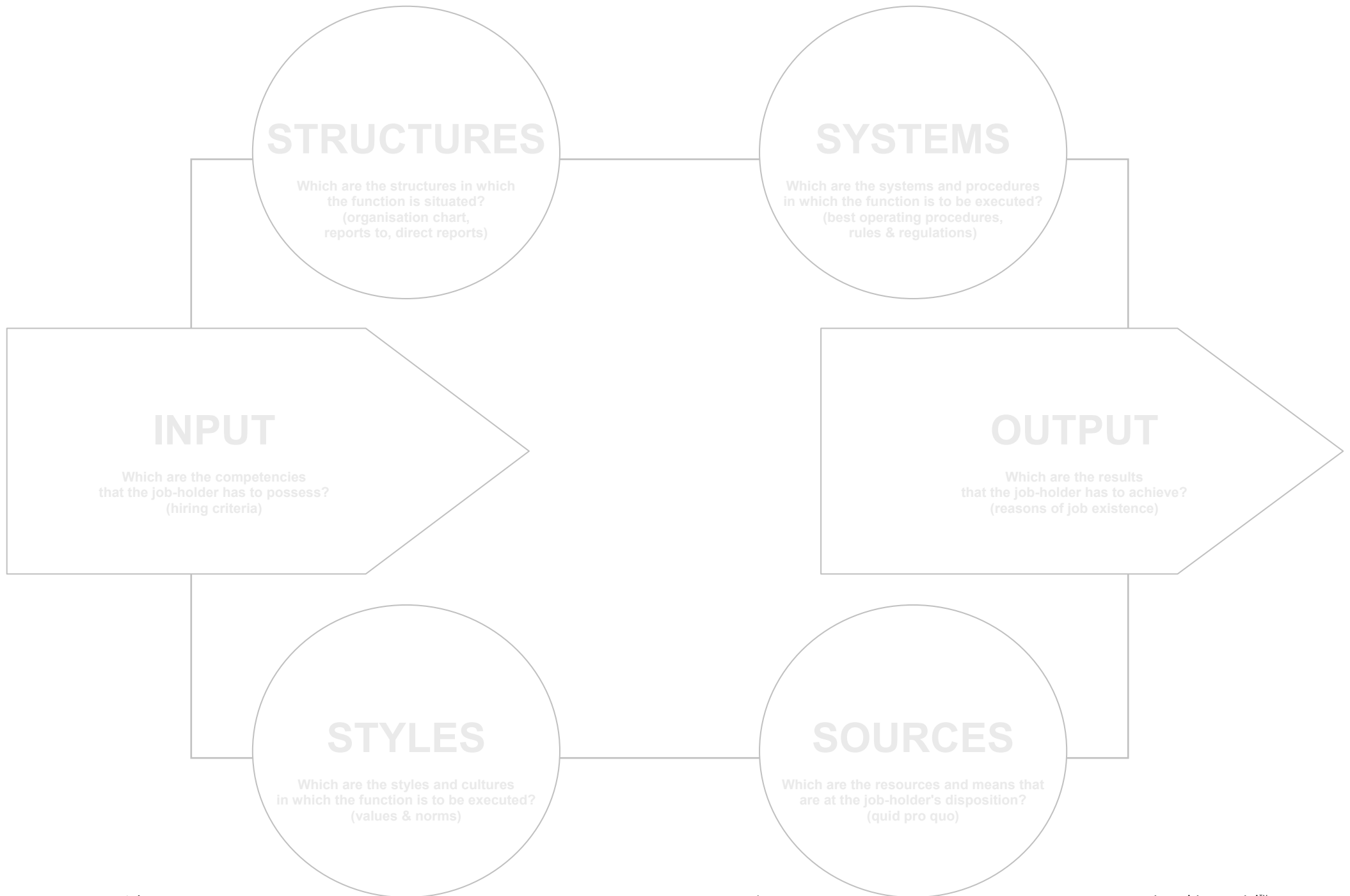
Dit 'kennen, kunnen en zijn' is minstens even belangrijk voor de efficiënte uitoefening van de functie en heeft rechtstreeks betrekking op de kennis, vaardigheden en ingesteldheid van de jobholder in zijn aansturing van zichzelf als individu en in zijn minimale plichtsbewuste en beleefde omgang met de anderen en met de organisatie als geheel.

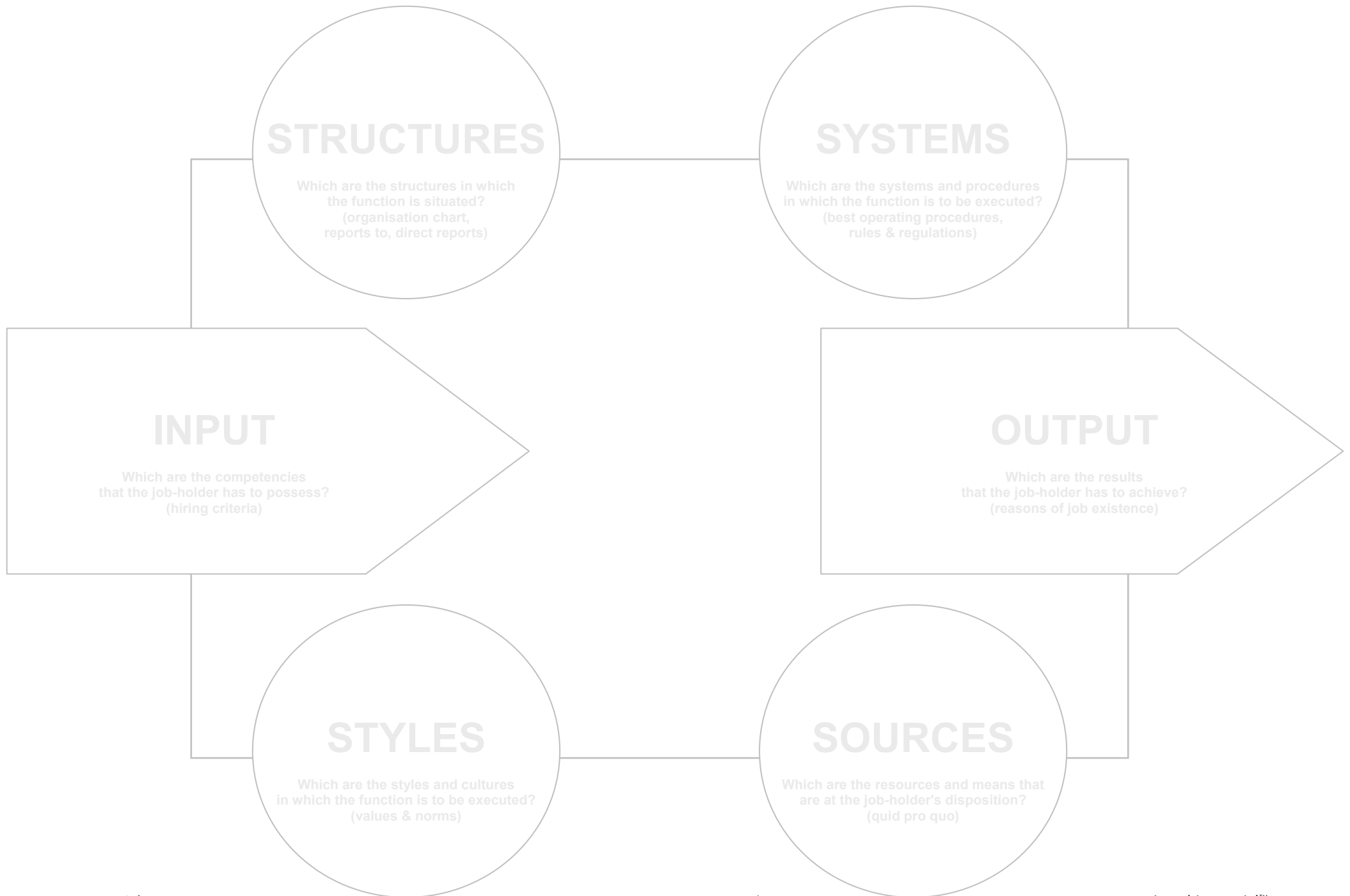
3. Het kwadrant 'breed inzetbare functiegerichte competenties':

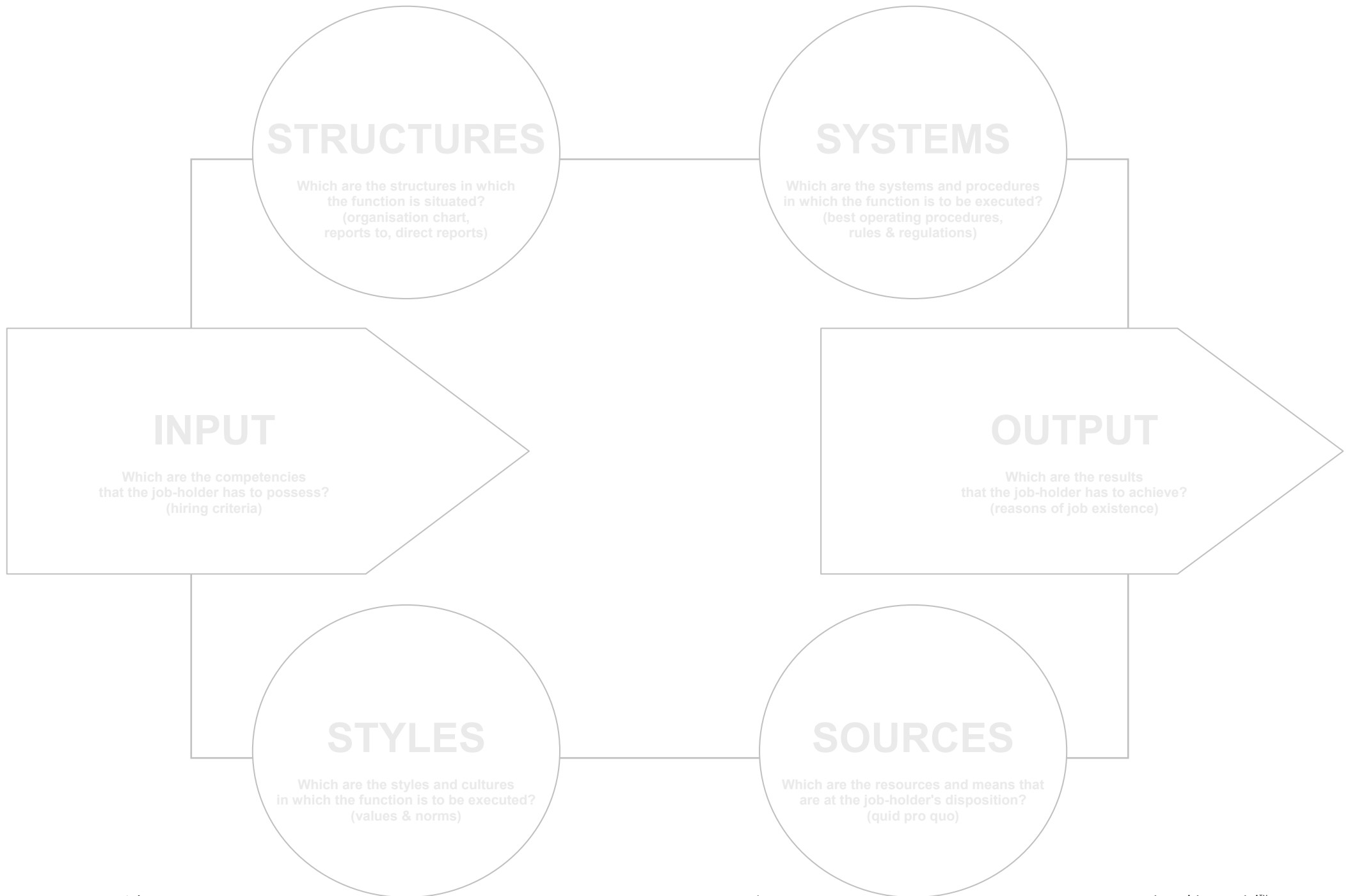
Deze inventaris van 'kennen, kunnen en zijn' heeft betrekking op het beroepsmatig functioneren van de jobholder in brede zin. Hier bepaalt men kennis, vaardigheden en attitudes die niet strikt noodzakelijk zijn voor het minimaal uitvoeren van de functie, maar wel voor het functioneren in het grotere geheel. Hier wordt onder ander het potentieel zichtbaar van de jobholder.

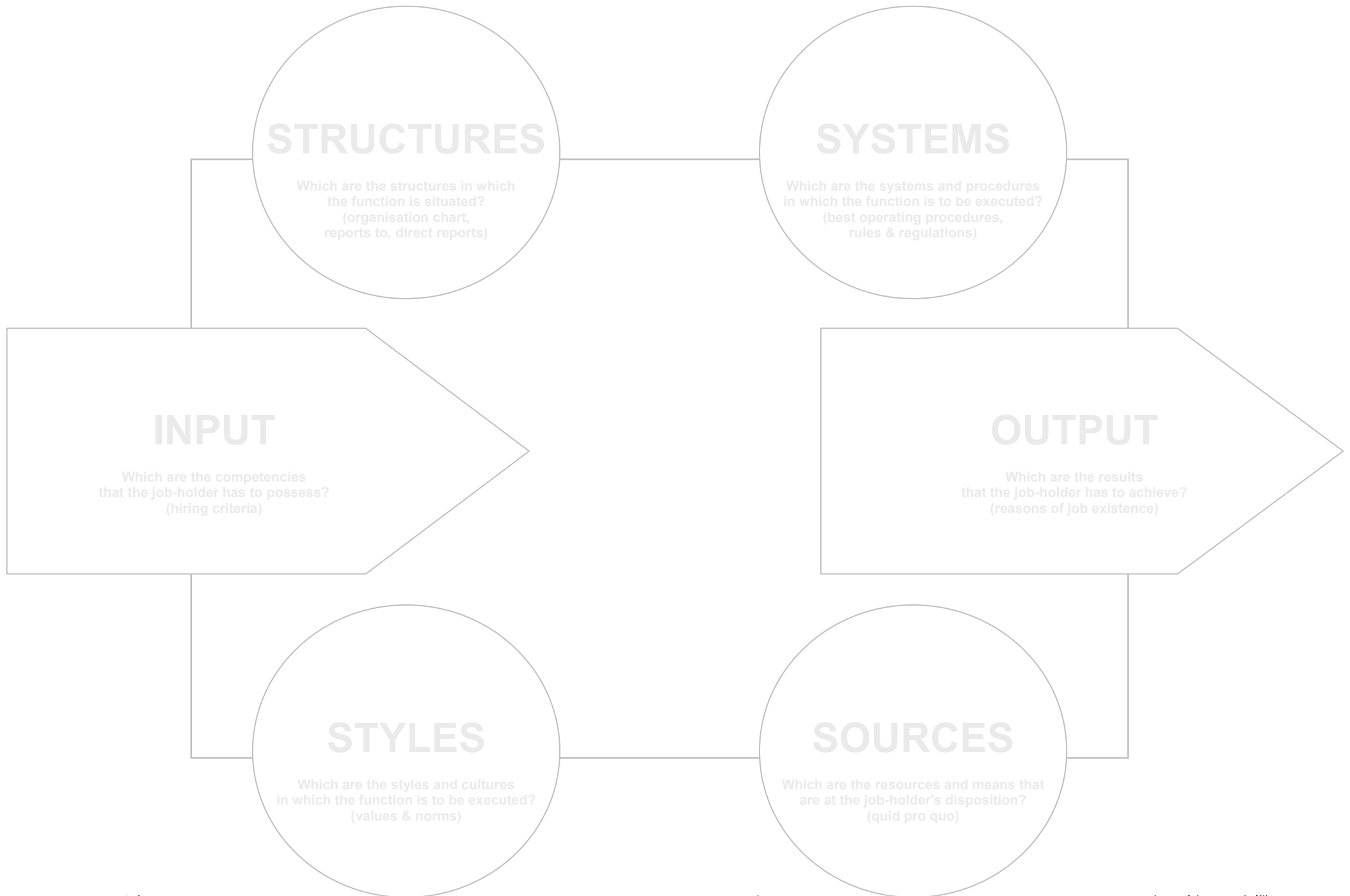
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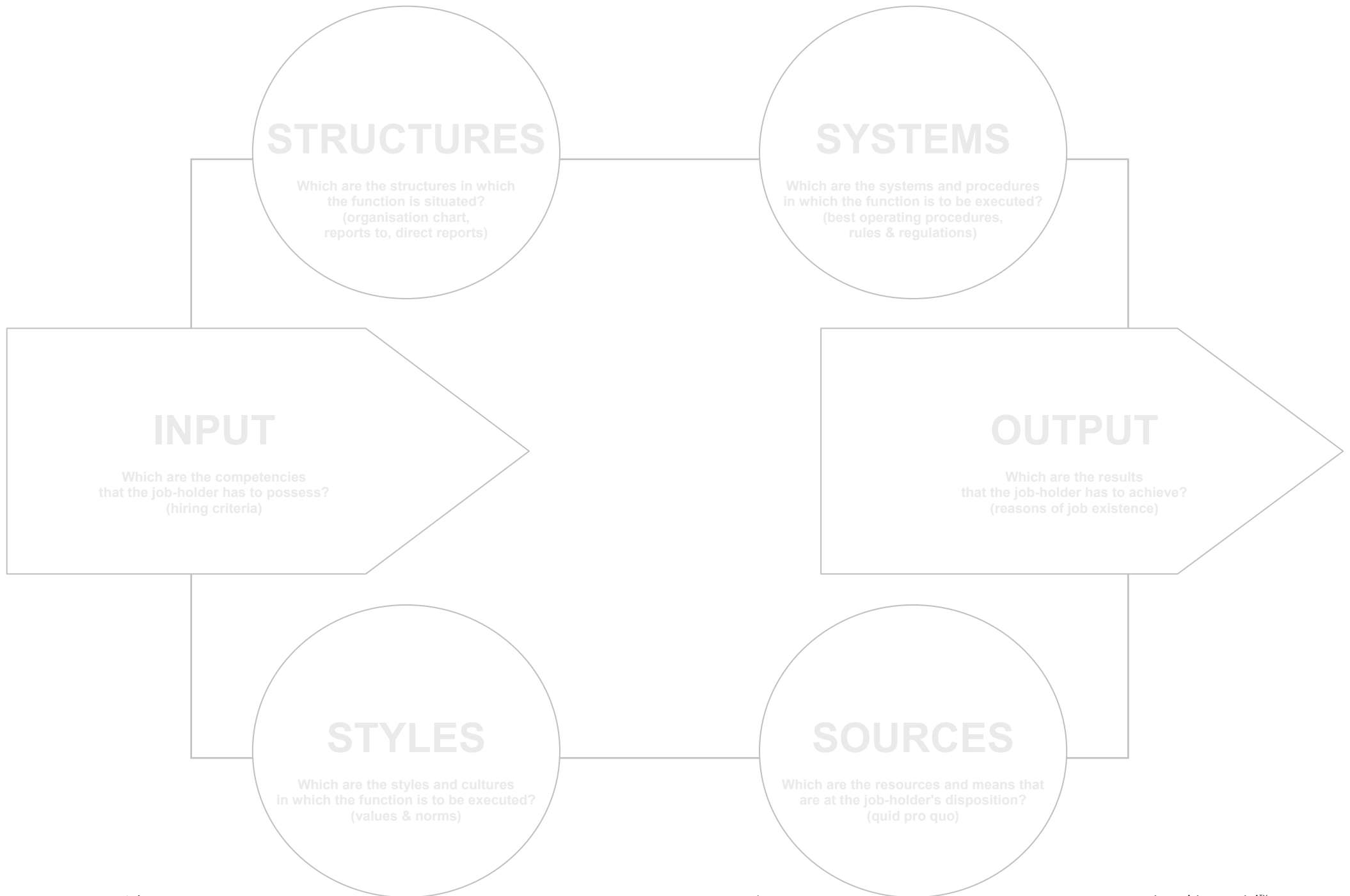
Door hier te inventariseren wat het brede 'kennen, kunnen en zijn' is van de jobholder op persoonsgerelateerd vlak, krijgt men zicht op de brede kwaliteiten van de jobholder met betrekking tot de regulering van zichzelf (intrapersoonlijk) en zijn omgang met anderen (interpersoonlijk). Net zoals de andere breed inzetbare competenties zijn ook deze moeilijker te meten, maar zijn ze wel onmiddellijk vaststelbaar en merkbaar. Het beste zijn de competenties van dit kwadrant te vergelijken met emotionele intelligentie in de brede zin zoals gedefinieerd door D. Goleman.











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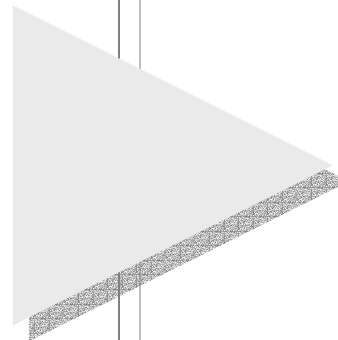
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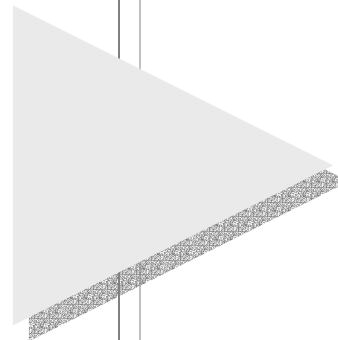
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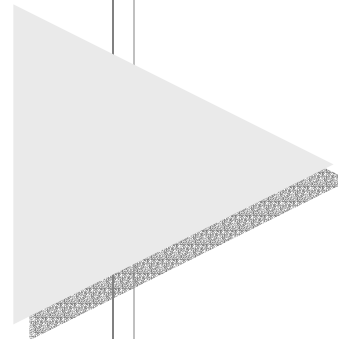
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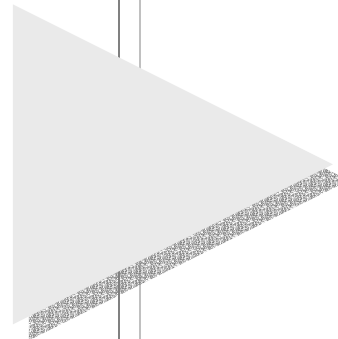
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