

## **11.6 How the Core Competencies Fit into the Janus System**

In practical terms, the Janus Performance Management System uses the four core organization competencies as headings, underneath which specific individual competencies are described. The thirty-six competencies are distributed under the four core competency headings as follows:

### **1. Strategic/customer focus:**

- Anticipation/Proactive Thinking
- Commercial Awareness
- Customer Focus
- Decision-Making Ability
- Leadership Ability
- Perception/Judgment
- Results Focus
- Strategizing Ability
- Time Management

### **2. Process/improvement focus:**

- Analytical Ability
- Change-Handling Ability
- Creativity/Innovation
- Delegation
- Persistence/Perseverance
- Problem-Solving Ability
- Quality Focus
- Technology Application
- Written Communication

### **3. People/empowerment focus:**

- Coaching Ability
- Communication
- Drive/Motivation
- Emotional Intelligence
- Empathizing Ability
- Empowerment Ability
- Feedback (Giving and Receiving)
- Listening
- Self-Development

### **4. Risk/value creation focus:**

- Attention to Detail
- Cost-Consciousness
- Dependability
- Diversity Focus
- Planning and Organizing
- Safety Focus
- Stress-Management
- Taking Initiative/Responsibility
- Teamwork Ability