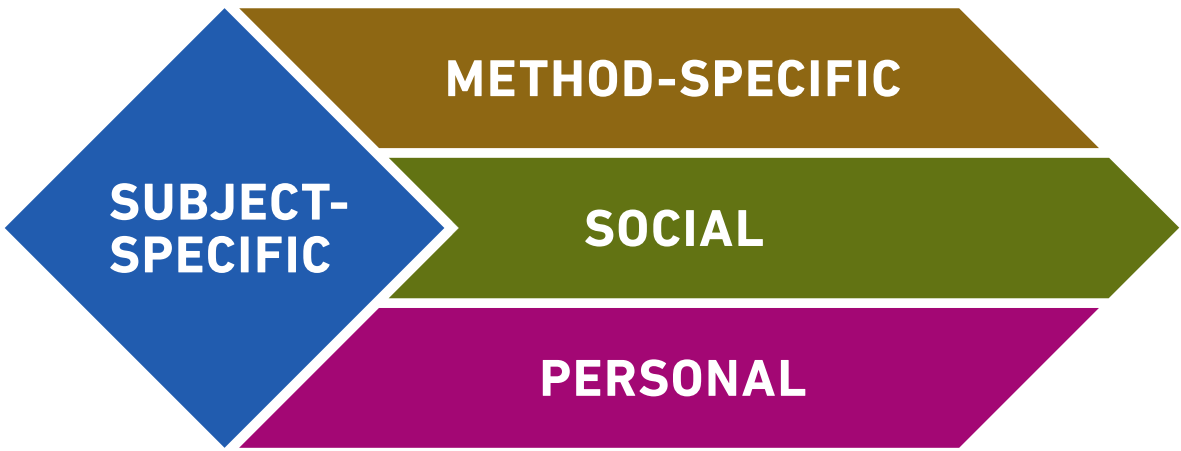


COMPETENCE
FRAMEWORK



SUBJECT-SPECIFIC COMPETENCIES [to be specified by individual degree programmes] – Knowledge of theories, concepts, and techniques and its application to specific fields					
Concepts and Theories Ability to understand and apply the basic concepts and definitions that are relevant for a scientific subject or a field			Techniques and Technologies Ability to understand and apply techniques and technologies in use within a specific scientific subject or field		
Knowledge: <ul style="list-style-type: none">Theoretical knowledge of relevant phenomena and problems in own fieldUnderstanding of linkages between own field and other fields, and society			Knowledge: <ul style="list-style-type: none">Knowledge of terminologies, techniques, and technologies in own fieldKnowledge of research methods in use in own field		
Skills: <ul style="list-style-type: none">Ability to apply theories properly to understand phenomena and problemsAbility to make linkages between own field and other fields, and societyAbility to seek and manage information			Skills: <ul style="list-style-type: none">Ability to apply techniques, technologies, and research methods effectively and efficientlyAbility to use terminologies properly		
Attitudes: <ul style="list-style-type: none">Believe in the worth of own work or field and stay informed of new developmentsBe open to other fields as an opportunity to gain a global outlook			Attitudes: <ul style="list-style-type: none">Value and strive for excellence and rigor in own field		
METHOD-SPECIFIC COMPETENCIES – Knowledge and application of methods to make sense of, and operate in, any context					
Analytical Competencies Ability to break down processes and systems into parts while understanding their interaction	Decision-making Ability to define a decision and a set of alternative actions from which to choose	Media and Digital Technologies Ability to access, evaluate, and use media and digital technology	Problem-solving Ability to define a problem and find solutions for it	Project Management Ability to manage projects and produce results	
Knowledge: <ul style="list-style-type: none">Knowledge of processes of data collection as well as of data analysisInformation literacy and numeracy	Knowledge: <ul style="list-style-type: none">Knowledge about decision-making processes and toolsKnowledge of bias, risks, and evaluation techniques in decision-making	Knowledge: <ul style="list-style-type: none">Media and digital technology literacyUnderstanding how media and digital technologies can influence beliefs and behavioursKnowledge of ethical and legal aspects surrounding the access and use of media and digital technology	Knowledge: <ul style="list-style-type: none">Knowledge of techniques and processes to tackle problemsKnowledge of elements of both ill- and well-defined problemsUnderstanding of how diverse views can affect the problem-solving process	Knowledge: <ul style="list-style-type: none">Knowledge of processes, techniques and tools for effective and efficient project management	
Skills: <ul style="list-style-type: none">Ability to gather information or data to understand a problemAbility to distinguish relevant from irrelevant informationAbility to break down a problem into basic elementsAbility to identify critical connections and patterns in verbal and numerical dataAbility to make inferences to fill gaps in information in order to continue analysisAbility to draw sound conclusions based on analysis and experience	Skills: <ul style="list-style-type: none">Ability to recognise a decision-making problem as suchAbility to phrase alternativesAbility to evaluate alternatives and choose among themAbility to make a decision also in case of incomplete information	Skills: <ul style="list-style-type: none">Ability to apply digital technologies to research and work safely and appropriatelyAbility to evaluate risks associated with media and digital technologies	Skills: <ul style="list-style-type: none">Ability to define a problemAbility to use resources and techniques to solve a problemAbility to delineate possible solutions to a problemAbility to evaluate solutions and choose from among themAbility to implement solutions to resolve problems	Skills: <ul style="list-style-type: none">Ability to plan milestones and activitiesAbility to prioritise among goals and activitiesAbility to align a project with the requirements and values of own institutionAbility to produce resultsAbility to choose between traditional and agile project management models and apply them appropriately	
Attitudes: <ul style="list-style-type: none">Be aware of limitations of own arguments and analyses and apply critical judgment in evaluating them	Attitudes: <ul style="list-style-type: none">Minimise bias, risks and uncertainties when making decisionsBe aware of the way emotions can affect the evaluation of alternatives	Attitudes: <ul style="list-style-type: none">Be aware of how media and digital technologies can influence beliefs and behavioursMinimise risks associate with the use of media and digital technologies	Attitudes: <ul style="list-style-type: none">Recognise the critical role of persistence and be comfortable with adopting a 'can do' approach when tackling problemsBe comfortable with solving non-familiar problems	Attitudes: <ul style="list-style-type: none">Be forward thinking when planning projects, milestones, and tasksBe accountable for the use of resources, actions, and resultsThink economically when developing projects	
SOCIAL COMPETENCIES – Competencies applied in the interaction with others					
Communication Ability to communicate with others in different contexts and forms	Cooperation and Teamwork Ability to build relationships with others to pursue common goals and achieve results in a constructive atmosphere	Customer Orientation Ability to approach relationships with others and society in terms of what you have to offer rather than what you need or want	Leadership and Responsibility Ability to motivate and inspire others and support others' achievements	Self-presentation and Social Influence Ability to present an authentic and professional image of self to others and motivate others to the adoption of a specific behaviour	Sensitivity to Diversity Ability to recognise differences among people and work with them
Knowledge: <ul style="list-style-type: none">Knowledge of terminology, language register, and foreign language/s to communicate with different target audiencesKnowledge of various visual aids and multi-media toolsKnowledge of non-verbal communication for effective communication	Knowledge: <ul style="list-style-type: none">Knowledge of group dynamics and processes for empowering effective collaboration and positive team atmosphere	Knowledge: <ul style="list-style-type: none">Knowledge of approaches and techniques for identifying the needs of others and society	Knowledge: <ul style="list-style-type: none">Knowledge of different leadership styles and when to apply them	Knowledge: <ul style="list-style-type: none">Knowledge of professional behaviourKnowledge of rules, policies and etiquette of own institution	Knowledge: <ul style="list-style-type: none">Awareness of diversityKnowledge of the impact and potential of diversityUnderstanding of biases due to diversity and their effects on interpersonal interactions
Skills: <ul style="list-style-type: none">Ability to articulate thoughts and ideas in own and foreign language/sAbility to use oral, written, and nonverbal communication effectively and efficientlyAbility to adjust communication to different contextsAbility to identify and use visual aids and multimedia tools for effective communication	Skills: <ul style="list-style-type: none">Ability to build networks and collaborative relationships with othersAbility to coordinate and co-produce outputsAbility to exchange feedback with others constructivelyAbility to empower positive team environment and effective collaboration	Skills: <ul style="list-style-type: none">Ability to build and maintain positive relationships with others and societyAbility to empathise with others to understand others' needs	Skills: <ul style="list-style-type: none">Ability to guide others in achieving their own or common goalsAbility to adopt different leadership styles as needed and wiselyAbility to delegate responsibilities to others	Skills: <ul style="list-style-type: none">Ability to express and promote a genuine and professional image of oneself by sharing own vision, values and interestsAbility to interpret others' perceptions of one's behaviourAbility to express own emotions and feelings clearly to generate enthusiasm and motivation in others	Skills: <ul style="list-style-type: none">Ability to recognise biasesAbility to work effectively with diverse people and teams
Attitudes: <ul style="list-style-type: none">Listen actively to others, requesting repetition or further explanations as neededBe concise and structured when communicating	Attitudes: <ul style="list-style-type: none">See potential in working with othersBe flexible in taking on different roles within a teamValue honesty and give credit to others for their achievementsShare responsibility for team results	Attitudes: <ul style="list-style-type: none">Believe in the value of helping others by adopting a customer-orientation attitude at work and in societyShow compassion for others and society and strive to address societal and environmental challenges	Attitudes: <ul style="list-style-type: none">Motivate and inspire othersStrive for the well-being of othersGive credit to others for their achievementsRecognise the importance of leadership and be comfortable with taking the leadAct decisively on behalf of others and lead responsibly	Attitudes: <ul style="list-style-type: none">Accept vulnerability by being willing to express also own feelings and interests to othersHave and display a positive attitude through positive language, enthusiasm, and expressions of gratitude	Attitudes: <ul style="list-style-type: none">Be open to and respect diversity in all its formsBe open and motivated to embrace international or inter-disciplinary experience
Knowledge: <ul style="list-style-type: none">Knowledge of sources of ambiguity and change and their impact on different environments and contexts	Knowledge: <ul style="list-style-type: none">Knowledge of idea-creation techniques and processes	Knowledge: <ul style="list-style-type: none">Knowledge of techniques to describe the structure of an argumentKnowledge of how to formulate an argument	Knowledge: <ul style="list-style-type: none">Knowledge of standards of good practice in the institution and disciplineUnderstanding of the effects of volatility, ambiguity, and complexity on practices in the institution and discipline	Knowledge: <ul style="list-style-type: none">Awareness of oneself, own interests, and needsKnowledge of techniques to assess own strengths and weaknesses	Knowledge: <ul style="list-style-type: none">Knowledge of techniques to set personal goals with success criteriaAwareness of the effects of pressures and distractions on own work and work-life balance
Skills: <ul style="list-style-type: none">Ability to adapt to different roles, responsibilities, and contextsAbility to change priorities and direction if necessary	Skills: <ul style="list-style-type: none">Ability to apply idea-creation techniques to generate new and potentially useful ideasAbility to elaborate, refine, analyse, and test own ideas in order to improve and maximise creative effortsAbility to convert ideas into action plans and projects at work or in own fieldAbility to act on new ideas to make useful contributions to economy, research, and society	Skills: <ul style="list-style-type: none">Ability to identify key problemsAbility to adopt systems thinkingAbility to synthesise information from a variety of resourcesAbility to evaluate sources by drawing inferences and questioning assumptionsAbility to formulate own arguments and question assumptionsAbility to analyse alternatives and anticipate outcomesAbility to provide sound recommendations	Skills: <ul style="list-style-type: none">Ability to remain honest and respectful in volatile, uncertain, ambiguous, and complex situationsAbility to take responsibility and act decisively both in normal and volatile, uncertain, ambiguous, and complex situations	Skills: <ul style="list-style-type: none">Ability to identify own development needsAbility to recognize and implement opportunities for lifelong learningAbility to learn both from others and autonomously	Skills: <ul style="list-style-type: none">Ability to work independentlyAbility to manage time effectively and independentlyAbility to prioritise among multiple projects, tasks, and dutiesAbility to manage pressures, distractions and stressAbility to maintain a good work-life balance
Attitudes: <ul style="list-style-type: none">Be open to criticism and setbacksSee ambiguity and change as an opportunity to learnBe willing to move forward despite ambiguity	Attitudes: <ul style="list-style-type: none">Be open to new and diverse perspectivesBe creative and inventive when developing potentially new and useful ideasSee change as an opportunity to experiment and exploreThink outside the box and adopt a fail-forward attitude	Attitudes: <ul style="list-style-type: none">Aspire to be an informed citizenAcknowledge limitations of own knowledge with modesty while staying motivated to learn more	Attitudes: <ul style="list-style-type: none">Value transparency, honesty and work ethics and apply them in relationships and own workAdmit faults and seek guidance as necessaryBe open-minded, objective, and accountable for own actionsBe reliable and trustworthy	Attitudes: <ul style="list-style-type: none">Have confidence in oneselfFeel ownership of, and be committed to, own professional development and lifelong learningReflect on own achievements and experience	Attitudes: <ul style="list-style-type: none">Be passionate about and proud of own workMaintain motivation to workAvoid undue pressures and enhance personal well-beingHave confidence in own expertise and feel comfortable working independently
PERSONAL COMPETENCIES – Competencies concerning self-management in the context of own work					
Adaptability and Flexibility Ability to adjust effectively to a changing environment and deal well with changes	Creative Thinking Ability to produce and implement novel and useful ideas	Critical Thinking Ability to analyse and evaluate situations and recommend courses of action	Integrity and Work Ethics Adherence to moral and ethical principles in the conduct of own work and in the relationship with others	Self-awareness and Self-reflection Ability to understand own strengths and weaknesses and enhance self-development	Self-direction and Self-management Ability to motivate oneself and organise own work in order to achieve results
Knowledge: <ul style="list-style-type: none">Knowledge of sources of ambiguity and change and their impact on different environments and contexts	Knowledge: <ul style="list-style-type: none">Knowledge of idea-creation techniques and processes	Knowledge: <ul style="list-style-type: none">Knowledge of techniques to describe the structure of an argumentKnowledge of how to formulate an argument	Knowledge: <ul style="list-style-type: none">Knowledge of standards of good practice in the institution and disciplineUnderstanding of the effects of volatility, ambiguity, and complexity on practices in the institution and discipline	Knowledge: <ul style="list-style-type: none">Awareness of oneself, own interests, and needsKnowledge of techniques to assess own strengths and weaknesses	Knowledge: <ul style="list-style-type: none">Knowledge of techniques to set personal goals with success criteriaAwareness of the effects of pressures and distractions on own work and work-life balance
Skills: <ul style="list-style-type: none">Ability to adapt to different roles, responsibilities, and contextsAbility to change priorities and direction if necessary	Skills: <ul style="list-style-type: none">Ability to apply idea-creation techniques to generate new and potentially useful ideasAbility to elaborate, refine, analyse, and test own ideas in order to improve and maximise creative effortsAbility to convert ideas into action plans and projects at work or in own fieldAbility to act on new ideas to make useful contributions to economy, research, and society	Skills: <ul style="list-style-type: none">Ability to identify key problemsAbility to adopt systems thinkingAbility to synthesise information from a variety of resourcesAbility to evaluate sources by drawing inferences and questioning assumptionsAbility to formulate own arguments and question assumptionsAbility to analyse alternatives and anticipate outcomesAbility to provide sound recommendations	Skills: <ul style="list-style-type: none">Ability to remain honest and respectful in volatile, uncertain, ambiguous, and complex situationsAbility to take responsibility and act decisively both in normal and volatile, uncertain, ambiguous, and complex situations	Skills: <ul style="list-style-type: none">Ability to identify own development needsAbility to recognize and implement opportunities for lifelong learningAbility to learn both from others and autonomously	Skills: <ul style="list-style-type: none">Ability to work independentlyAbility to manage time effectively and independentlyAbility to prioritise among multiple projects, tasks, and dutiesAbility to manage pressures, distractions and stressAbility to maintain a good work-life balance
Attitudes: <ul style="list-style-type: none">Be open to criticism and setbacksSee ambiguity and change as an opportunity to learnBe willing to move forward despite ambiguity	Attitudes: <ul style="list-style-type: none">Be open to new and diverse perspectivesBe creative and inventive when developing potentially new and useful ideasSee change as an opportunity to experiment and exploreThink outside the box and adopt a fail-forward attitude	Attitudes: <ul style="list-style-type: none">Aspire to be an informed citizenAcknowledge limitations of own knowledge with modesty while staying motivated to learn more	Attitudes: <ul style="list-style-type: none">Value transparency, honesty and work ethics and apply them in relationships and own workAdmit faults and seek guidance as necessaryBe open-minded, objective, and accountable for own actionsBe reliable and trustworthy	Attitudes: <ul style="list-style-type: none">Have confidence in oneselfFeel ownership of, and be committed to, own professional development and lifelong learningReflect on own achievements and experience	Attitudes: <ul style="list-style-type: none">Be passionate about and proud of own workMaintain motivation to workAvoid undue pressures and enhance personal well-beingHave confidence in own expertise and feel comfortable working independently