



Versado Core Competencies

---

# Introduction

## **Competency** [kom-pi-tuh n-see]

*the quality of being competent; adequacy; possession of required skill, knowledge, qualification, or capacity*

Versado and its employees are often spoken about as being “highly dependable,” “confident experts” and “great to work with.” It is never one thing that we do that earns us these descriptions, it is the convergence and balance of an entire series of skills, knowledge, attitudes and behaviors. We call these things our competencies.

Being great at what WE do is not the same as being great at what other companies do. So, our competencies are unique to us. They are not meant to describe broadly what is good or what is bad. They describe what we believe works to thrive and excel in our environment, on our team.

We took years to hone our competencies and wrestle with them so that we can stand on them, by them, and for them with pride when we hire, when we fire, and when we work hard to coach and manage our existing, exceptional team.

Competencies are not about personality types, world views or backgrounds – we want and NEED diversity in all of these things. Well-defined competencies help us to focus on the things that we need to have in common and allow us to embrace the many other ways we are different and unique.

We should not shy away from the fact that competencies are intended to draw boundaries for us regarding who and what characteristics are a good fit for our team. Every person and every skill set do not need to be a good fit for what we do. It does not make a person “incompetent” that they don’t fit well into OUR competencies. It does, however, mean that they are likely not a good fit for us. Having competencies that are clear enough to make this distinction is both good for us and good for anyone who would not ultimately thrive at or enjoy our work.

We have a culture that takes great pride in how we treat people. “Building People Up” is one of our core values. Having clear competencies helps us live out this value. “Building People Up” is sometimes about remembering to say nice things, but sometimes it is also about respecting a person enough to be clear, honest and consistent in our expectations in order to set them up for success.

Competencies also define the obligations we have to our teammates. Continuously working to “Be Your Best You” means continually working to improve ourselves. As teammates, **we depend heavily on each other’s competencies.** We put strain on someone else when we fall short of these competencies. We should never stop striving to improve in these areas both for ourselves and for those who depend on us.

# Core Competencies

- **Soft skills** embodied by all employees
- Require constant **attention**
- Enable **optimal hiring, training, and coaching**
- **Support** everything we do, every day

## PROCESS/PRODUCTIVITY

Problem Solving  
Decision Making  
Results Driven

## BUILDING RELATIONSHIP TO OTHERS

Influence  
Collaboration  
Communication

## OPERATIONAL FOUNDATION

Focus  
Self Leadership  
Agility

# Operational Foundation

## FOCUS

Consistently defines and evaluates goals/priorities based on business inputs. Works to understand complexities to simplify. Knows when to reassess. Quickly ascertains changes in focus, pivots, and moves forward. Breaks down steps toward achievement. Tracks progress to end goal.

**OVERDONE.** Unwilling to adapt. Oversimplifies before understanding complexities. Does not account for input from or collaboration with others. Does not pursue enough information to determine proper focus.

**UNDERDONE.** Allows minutia to distract from developing or maintaining focus. Attention to the big picture prevents understanding of individual steps needed. Has a hard time envisioning goal/outcome if missing information.

## SELF LEADERSHIP

Reflects often to understand and communicate goals/priorities as influenced by company and Area of Practice goals. Seeks to understand strengths and areas of growth. Seeks coaching and drives to results. Proactive in learning to support work excellence. Moves forward to achieve goals no matter obstacles faced.

**OVERDONE.** Bulldozes others based on individual goals, emotions, tensions. Attempts to explain away feedback to the detriment of listening, understanding, and implementing. Demands details to the point of impeding progress. Overprioritizes learning to detriment of responsibilities.

**UNDERDONE.** Does not actively seek feedback/coaching. Becomes less confident and productive when faced with obstacles. Presents challenges without posited solutions and intended next steps. Does not prioritize learning while busy, resulting in lack of knowledge or skill when needed. Does not seek details to make good decisions.

## AGILITY

Navigates change calmly and professionally. Communicates change positively while preparing for ramifications. Learns from change and influences others to embrace the opportunities therein. Manages multiple responsibilities while upholding high levels of quality.

**OVERDONE.** May not recognize when others are struggling with change. Moves forward without concern for additional knowledge or input that may be essential. Multitasks to the extent that quality of work suffers.

**UNDERDONE.** Lacks patience, persistence, and sustained effort required to successfully implement change. Does not foresee potential issues and is slow to address them when they arise. Gets hung up on reasons for change, negatively impacting outcomes. Not comfortable moving forward if some aspects unknown.

Problem Solving  
Decision Making  
Results Driven

Influence  
Collaboration  
Communication

Focus  
Self Leadership  
Agility

# Building Relationship to Others

## INFLUENCE

Recognizes that influence is built over time. Works to understand others' needs and priorities to influence toward mutually beneficial solutions. Builds respect through dependability, continuous improvement, empowerment, and pursuit of excellence.

**OVERDONE.** Expects influence due to education, experience, or expertise without putting in work to earn it. Uses influence to manipulate toward own goals without recognition of others'. Delegates without empowering. Provides feedback in inappropriate settings or times. Pursues excellence in one arena to the detriment of another without consideration.

**UNDERDONE.** Expects others to initiate discussions or take action. Inconsistent follow-through. Does not delegate or work as a team to retain control. Does not seek or provide feedback. Equates setbacks with failure.

## COLLABORATION

Defines goals and priorities while recognizing limitations of perspective. Actively contributes. Seeks influence of others. Encourages open dialogue to explore healthy tensions. Listens carefully to shape goals and improve outputs. Follows through on commitments.

**OVERDONE.** Asks for input too often, impeding progress of others. Continues to iterate when a decision needs to be made/result achieved. Allows opinions and external change to confuse own goals/priorities to an extreme.

**UNDERDONE.** Moves forward with decisions without seeking input from affected contributors or appropriate advisors. Sees tension as arguments to be won rather than potentially productive challenges to be solved together. Does not listen to audience perspective, thereby missing opportunities to improve.

## COMMUNICATION

Clear, concise, confident, and positive. Provides appropriate context without complicating. Puts in appropriate thought and work beforehand. Organized in presentations and meetings, respecting time and resources. Begins with the audience and outcome in mind. Focuses on solutions and a path forward.

**OVERDONE.** Sticks to meeting agendas too strictly, prohibiting discussion and flow of ideas. Over-communicates resulting in annoyance or ignorance of audience. Emphasizes too much information resulting in a loss of focus and clarity. Positivity impedes clarity.

**UNDERDONE.** Does not adjust message and strategy to specific audience. Expects outcomes without providing context or clear expectations. Includes irrelevant or unnecessary details impeding the path to clear understanding and action. Ignores problems if solutions not immediately clear. Does not adequately prepare for role in meetings.

Problem Solving  
Decision Making  
Results Driven

Influence  
Collaboration  
Communication

Focus  
Self Leadership  
Agility

# Process/Productivity

## PROBLEM SOLVING

Approaches all aspects of job with curiosity, looking for ways to innovate. Challenges business-as-usual mindset if fresh perspective needed. Recognizes inspiration everywhere. Shares information to design solutions that will move the organization forward.

**OVERDONE.** Questions processes and offerings too often, ultimately slowing down progress. Innovates without ROI (time and money) analysis. Creativity in problem-solving is too abstract and not based on relevant data or knowledge. Misidentifies common challenges as extreme problems resulting in unnecessary drama. Creates/proliferates false dichotomies or complexities causing them to confuse the situation.

**UNDERDONE.** Does not understand reasons for current realities before seeking to change them. Focus on cost savings, established processes, or ease prohibits innovative thinking. Follows rules without questioning widely applicable effectiveness. Allows stress of change to inhibit exploration.

## DECISION MAKING

Actively seeks timely input/data from appropriate sources. Remains composed in fast-paced environment. Takes responsibility for decisions without becoming self-critical. Carries lessons forward and shares victories as applicable.

**OVERDONE.** Makes decisions without considering necessary inputs. Allows outside urgency to overrule thoughtful decision-making to optimize outcomes. Is not open to changing a decision when appropriate. Overemphasizes action, precluding collaboration.

**UNDERDONE.** Buckles under tension, unknowns, or the fear of making a wrong decision. Belabors decision to the detriment of next steps or others involved. Does not aid others by providing context or offering viable solutions. Overemphasizes collaboration, precluding action. Thinks about short- or long-term implications, not both.

## RESULTS DRIVEN

Puts action behind decisions. Sets deadlines and delivers. Realistic, clear expectations. Ranks priorities appropriately before agreeing to action. Sees constraints as challenges to solve. Strategizes support for achieving efficient and effective results through delegation, reformulation of goal/task, etc.

**OVERDONE.** Overpromises resulting in under-delivering. Cannot adapt when others need support to complete individual responsibility. Laser focus inhibits recognition of each party's priorities and identification of alternative actions to meet the same goal.

**UNDERDONE.** Not clear about expectations for individual outputs. Becomes paralyzed by challenges or constraints. If unable to meet expectations, becomes self-critical. If lacks knowledge or skill to achieve result, does not pursue it or let team know extra time is needed to do so. Allows assignment to derail other priorities without communicating to affected individuals.

Problem Solving  
Decision Making  
Results Driven

Influence  
Collaboration  
Communication

Focus  
Self Leadership  
Agility