

SAMPLE COMPETENCY MODEL FORMAT WITH TECHNICAL SKILLS AND LEVELS

_____ Optical Fiber Division

Selected Competencies Are Displayed to Illustrate Format

1. Entrepreneurial Orientation								
Levels	1a. Scanning for Opportunities		1b. Seizing Opportunities; Risk Taking		1c. Creativity		1d. Openness to New Approaches	
Basic	Regularly scans a small number of standard publications or web sites; regularly talks to a few industry contacts outside of own unit. Occasionally notices and reports an opportunity.		Demonstrates willingness to accept opportunities (e.g., leads, new assignments) when these are made available, provided that there is little personal risk involved.		Occasionally generates ideas that involve moderate innovation – e.g., a variation on an existing approach.		Demonstrates openness and willingness to listen to approaches that build on or modify existing ones.	
Intermediate	Scans a number of publications and web sites; regularly talks to industry contacts both inside and outside of _____; often notices and reports opportunities.		Actively seeks and pursues new opportunities on own initiative. Demonstrates risk taking in pursuing sales or taking on new projects.		Frequently generates ideas that involve moderate innovation; sometimes translates innovative ideas into new products, new services, or new types of deals.		Demonstrate openness and willingness to listen to new approaches that are unlike any existing approaches. Helps lead the implementation of changes that others have proposed.	
Advanced	Scans a broad set of publications and web sites; maintains regular communication with a broad array of industry contacts; frequently notices and reports opportunities that others have not detected.		Actively seeks and pursues new and highly challenging opportunities which involve a significant risk of failure. Encourages the sector to take large but calculated risks in forming new ventures or business partnerships.		Generates highly creative ideas that represent a dramatic break from previously used approaches; frequently designs and implements new approaches.		Sponsors or champions new approaches; leads and drives projects that represent major change efforts.	

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9. Developing Others							
Levels	9a. Coaching		9b. Providing Developmental Assignments		9c. Development Planning		
Basic	Offers advice and suggestions when asked.		Delegates responsibilities to employees to help develop their capabilities; offers employees opportunities for project work that will provide increased development and visibility.		Holds an annual development planning session with each direct report.		
Intermediate	Occasionally provides advice and suggestions to help develop others.		Consciously assigns projects to develop skills. Identifies needed skill sets and assigns projects or activities that will develop these skill sets.		Holds development-planning sessions several times a year with each direct report; ensures that each direct report has a personal development plan. Ensures that MBOs support the personal career development plan.		
Advanced	Makes self available to coach others; assumes a formal coaching role with one to three employees.		Understands strategic skill sets for the company and provides a variety of developmental activities to make employees marketable in other areas. Helps employees find new developmental assignments and positions elsewhere in the organization.		Ensures that managers reporting to him/her are implementing development planning in their units. Gets employees onto succession plans and promotes their advancement.		

15. CONTRACT KNOWLEDGE & PERFORMANCE					
Levels	15a. Opportunity Assessment	15b. Internal Selling	15c. Understanding & Writing Contract	15e. Executing Contracts	15e. Contract Maintenance
Basic	Can do a basic or short-term analysis of an opportunity using some financial tools (sales, profit, cost); brings opportunity to the business Has some basic understanding of commercial strategy within region.	Knows who the players are in the internal selling process. Prepares basic presentations of benefits to unit.	Knows and understands content and implications of each clause. Understands basic “musts” –terms which are not negotiable. Can prepare a basic contract for small & intermediate size cablers. Able to discuss contract points with a customer.	Participates in sales processes and closure of small, cabler contracts.	Communicates activities of the contract. Understands, and executes the requirements of the contracts using defined processes (e.g. customer report cards, CTV) and communicates status to customers. Follows up with customers to ensure they are meeting their obligations. Maintains small cabler contract and refers issues/ exceptions upward.
Inter.	Understands commercial strategy throughout the value chain. Can do an intermediate financial analysis (NPV, long-term & short term).	Makes presentation to allied sales units and marketing. Has a history of gaining buy-in on major customer deals. Knows internal influence process and can affect the first layers.	Can prepare contracts for medium cablers and participate in preparation of end users’ contracts.	Closes small and intermediate cabler contracts. Participates in closing end-user contracts	Handles requests for exceptions to small and mid-sized cablers & end users’ contracts. Maintains medium cabler contracts. Identifies process improvements with all associated contract processes
Adv.	Understands commercial strategy through WW value chain. Considers market access via commercial strategy /value chain. Conducts intricate financials for deals. Works with allied businesses within _____ (PD, OND, CCS).	Effectively pitches ideas up to sector. Deep knowledge of how to influence decisions, including particular players.	Can prepare contracts and term sheets for deals, and contracts for large cablers and end users.	Closed big cable and end user contracts & deals.	Maintains large cable and end user contracts.

17. PRODUCT KNOWLEDGE				
Levels	17a. Fiber Specifications & Attributes	17b. Fiber's Role in Cable	17c. System Houses	17d. Service Providers
Basic	Understands Fiber 101 Pitch. Understands OF's product offerings. Can identify differences in key attributes (dispersion, attenuation, etc.) between our products and competitors' products	Understands basic cable types and configurations (ADSS, etc.). Understands how the cabling process effects fiber's attributes and vice versa. Knows when and where to go for further information internally.	Can explain fiber's role in networks. Knows basic components of a system and how they work. Knows key fiber attributes that effect system cost (e.g. how does attenuation effect the cost of the system). Can identify major system houses and future directions.	Can identify main end user customers, what products they use, and what markets they serve. Understands incumbent systems vs. emerging players. Understands service segments. Understands service providers' relationship(s) to system houses, and cabling (i.e. Value chain). Understands service providers' costs and services (their business model).
Inter.	Can deliver Fiber 101 Pitch. Can articulate advantage of _____'s products (over competitors) to customers. Can deliver product line pitches to external customers, including trade shows.	Can trouble shoot processing issues. Can resolve technical issues using internal tools. Has extended contacts in cabling industry to go to for further information.	Can represent _____'s fiber products effectively in a system house discussion. Can talk to people in system houses about our products. Understands advantages and disadvantages of our products with different systems.	Understands compatibility of legacy products with existing products. Can articulate to end users why a fiber product is suited to their situation. Can convince service provider to specific _____ Fiber.
Advanced	Generates product attribute pitches. SME on product, including limitations	Can assist in developing processes to cable fiber (quality improvement for cabling).	Conducts system modeling. Makes recommendations to redesign systems to optimize utilization of our products SME.	SME. Does system and economic modeling. Can design and sell a network on its technical and application features. Understands long term possibilities as a strategic end user (if they are, or if not, why).

18. MARKETING KNOWLEDGE				
Levels	18a. Understand Industry	18b. Identify Opportunities	18c. Market Segmentation	18d. Value Propositions
Basic	Can explicate steps in fiber's value chain. Can identify key customers, competitors, system houses and end users.	Understands why people are buying OF products and how they are using them.	Understands market segments sufficiently to critique marketing communications vis a vis suitability for discrete audiences.	Knows own product's value proposition. Highlights specific value of products to particular customers in all interactions.
Inter.	Understands interconnections among products, customers, competition and standards organizations. Develops personal network with others in value chain.	Identifies market openings where there are unmet current or projected needs.	Understands OF's strategic vision and how products are positioned for near and far term. Understands role of OF's products in external markets. Provides significant assistance in the development of a market segment.	Understands value proposition for others OF products. Generates targeted presentations and white papers based on generic version of product's value proposition.
Adv.	Understands OF's role in influencing the market and does so with strategic intent. Has a mature network among industry leaders.	Discerns applications for R&D advances that are beyond scope of defined customer needs.	Identifies and analyzes new market segmentation and chooses which to pursue.	Develops value propositions.