



THE SPARTANBURG COUNTY FOUNDATION
Your Community Foundation

Competency Model: Accounting Associate (part-time)

1. Customer Focus

Skilled

- Is dedicated to meeting the expectations and requirements of internal and external customers
- Gets first-hand customer information and uses it for improvements in products and services
- Acts with customers in mind
- Establishes and maintains effective relationships with customers and gains their trust and respect

Unskilled

- Doesn't think of the customer first
- May think he/she already knows what they need
- May focus on internal operations and get blindsided by customer problems
- May not make the first move – won't meet and get to know customers
- Uncomfortable with new people contacts
- May be unwilling to handle criticisms, complaints, and special requests
- May not make the time for customer contact

2. Approachability

Skilled

- Is easy to approach and talk to
- Spends the extra effort to put others at ease
- Can be warm, pleasant and gracious
- Is sensitive to and patient with the interpersonal anxieties of others
- Builds rapport well
- Is a good listener
- Is an early knower, getting informal and incomplete information in time to do something about it

Unskilled

- Distant, not easy to be around
- Not comfortable with first contacts
- May be shy, cool or a person of few words
- Doesn't reveal much, hard to know what he/she is really like
- Doesn't build rapport
- May be a "let's get on with it" type
- May be a poor listener or appear uninterested
- May not pick up on social cues that others would recognize
- May be tense
- Transactions don't go smoothly

3. Interpersonal Savvy

Skilled

- Relates well to all kinds of people, up, down, and sideways, inside and outside the organization

- Builds appropriate rapport
- Builds constructive and effective relationships
- Uses diplomacy and tact
- Can diffuse even high-tension situations comfortably

Unskilled

- Doesn't relate smoothly to a variety of people
- May not build relationships easily – may lack approachability or good listening skills
- Doesn't take the time to build rapport
- May be too raw and direct at times
- May be excessively work oriented or intense
- May be impatient to get on with the agenda
- Judgmental or arrogant toward others
- May not read others well
- May freeze or panic in the face of conflict, attack or criticism
- May be shy or lack confidence around others

4. Composure

Skilled

- Is cool under pressure
- Does not become defensive or irritated when times are tough
- Is considered mature
- Can be counted on to hold things together during tough times
- Can handle stress
- Is not knocked off balance by the unexpected
- Doesn't show frustration when resisted or blocked
- Is a settling influence in a crisis

Unskilled

- Gets rattled and loses cool under pressure and stress
- May blow up, say things he/she shouldn't
- Gets easily overwhelmed and becomes emotional, defensive or withdrawn
- May be defensive and sensitive to criticism
- May be cynical or moody
- May be knocked off balance by surprises and get easily rattled
- May contribute to others losing composure or being unsettled
- May let anger, frustration and anxiety show

5. Time Management

Skilled

- Uses his/her time effectively and efficiently
- Values time
- Concentrates his/her efforts on the more important priorities
- Get more done in less time than others
- Can attend to a broader range of activities

Unskilled

- Is disorganized and wastes time and resources
- Flits from activity to activity with little rhyme or reason
- Doesn't set priorities
- Can't say no

- Can only concentrate on one thing at a time
- Is very easily distracted
- Mostly reactive to what's hot at the moment
- Doesn't have or follow a plan or method for his/her time
- Can't cut off transactions politely
- Doesn't have a clock in his/her head
- May do all right on important priorities and issues, but not good with the little things

6. Boss Relationships

Skilled

- Responds and relates well to bosses
- Would work harder for a good boss
- Is open to learning from bosses who are good coaches and who provide latitude
- Likes to learn from those who have been there before
- Easy to challenge and develop
- Is comfortably coachable

Unskilled

- Not comfortable with bosses
- May be tense in boss's presence
- May not be open to coaching or direction from bosses
- Problems dealing comfortably with authority
- Poor boss relationships get in the way of working productivity

7. Ethics and Values

Skilled

- Adheres to an appropriate (for the setting) and effective set of core values and beliefs during both good and bad times
- Acts in line with those values
- Rewards the right values and disapproves of others
- Practices what he/she preaches

Unskilled

- Values may be out of sync with those of the organization
- Strong individualist with low concern for values of others
- May set his/her own rules
- Make others uncomfortable
- May play too close or over the edge for the organization
- May not think about own values much and have no idea how he/she comes across
- Behavior may vary too much across situations
- Values may be seen as too self serving
- He/she doesn't walk the talk
- Says one thing, does another

8. Peer Relationships

Skilled

- Can quickly find common ground and solve problems for the good of all
- Can represent his/her own interests and yet be fair to other groups
- Can solve problems with peers with a minimum of noise
- Is seen as a team player and is cooperative
- Easily gains trust and support of peers
- Encourages collaboration

- Can be candid with peers

Unskilled

- Not good at lateral cross boundary relations
- Doesn't strike fair bargains or understand what peers expect or need
- Not open to negotiation
- A loner, not seen as a team player, doesn't have the greater good in mind
- May withhold resources from the other team members
- May not respect their functions or disciplines and somehow communicates that
- May be very competitive, play and maneuver for advantage and withhold information
- May have a chilling effect on the entire unit because he/she won't play
- May deal with lateral conflict nosily or uncooperatively

9. Compassion

Skilled

- Genuinely cares about people
- Is concerned about their work and non-work problems
- Is available and ready to help
- Is sympathetic to the plight of others not as fortunate
- Demonstrates real empathy with the joys and pains of others

Unskilled

- May be less caring or empathic than most
- Doesn't ask personal questions
- Doesn't respond much when offered
- Results are all that matters
- Everything else gets in the way
- Believes in separation of personal life and business
- May find the plight of others an inappropriate topic at work
- Uncomfortable with people in stress and pain
- May not know how to show compassion or how to deal with people in trouble
- May have less sympathy than most for the imperfections and problems of others

10. Listening

Skilled

- Practices attentive and active listening
- Has the patience to hear people out
- Can accurately restate the opinions of others even when he/she disagrees

Unskilled

- Doesn't listen well
- Cuts people off and finishes their sentences if they hesitate
- Interrupts to make a pronouncement or render a solution or decision
- Doesn't learn much from interactions with others
- Appears not to listen or be too busy constructing his/her own response
- Many times misses the point others are trying to make
- May appear arrogant, impatient or uninterested
- May listen to some groups/people and not to others
- Inaccurate in restating the case of others