



Requirements and Competency Matrix for a Modern Job Application Training



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VIRIT project overview

VIRIT - Virtual reality job application training for school lessons is an Erasmus Plus Strategic Partnership project with the aim to develop a **Virtual Application training** based on 360° videos for use in vocational orientation and career guidance.

The objective of the project is to improve the quality of vocational orientation at schools and complement existing measures with Virtual Reality application training.

Indeed, thanks to the **VR** application training, students can learn the basics that are important for a successful job application and prepare for their first step into the world of work and professional life.

We would like to provide schools with an innovative technology that complements existing vocational orientation measures and can be flexibly integrated into lessons. At the same time, teachers would expand their skills in dealing with digital teaching units. Through this innovative approach, schools will also have access to modern technology without having to make major purchases and adjustments to the existing technical infrastructure (Internet connection, purchase of hardware and software).

Through the use of **Virtual Reality** and 360° videos, students are put in a realistic application situation and learn what needs to be considered for a successful job application. With the help of 360° videos (or VR glasses), they can explore a real interview environment and accompany the applicant through the different steps of a job interview from greeting and self-presentation to the job interview questions.

The partnership of this 24-months project is composed of private and public organizations:

- **Studio2B**, the coordinator, a Berlin-based social enterprise that pursues the goal of making vocational orientation and vocational training more modern, creative and digital;
- **Euphoria Net**, an Italian company in Rome, specialised in the development and implementation of EU projects in education;
- **Istituto Tecnico Industriale "Leonardo Da Vinci"** (ITIS L. DA VINCI), an Italian vocational school in Parma;
- **Izmit İlçe Milli Eğitim Müdürlüğü** (Izmit District Directorate of National Education IDDNE), the largest state institution in the Turkish city of Izmit;
- **GEBKİM Mesleki ve Teknik Anadolu Lisesi** (GEBKİM Vocational and Technical Anatolian High School), the first and only chemistry-oriented high school in Turkey.

Why is this guide?

The first approach to the world of work could be difficult for a young student.

A teacher or educator who needs to help a student in facing the first job interview in the 21st century might find it useful to have a guide that helps to collect a series of information from open-source resources to understand better the various ways interviews are conducted today and what skills are most in-demand in the workplace.

This guide, therefore, tries to collect an overview of the current trends in job interviews, the different methods of job interviews (traditional and digital), the most relevant soft skills the employers look for in a candidate or a human resource. In the last chapter, there is a short presentation of the competence matrix for measuring and understanding the skills within a workforce.



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1. Overview of current trends in job interviews

The purpose of this guide is to provide an overview of current trends in job interviews, including digital methods, the requirements of job-givers for applicants, and sought-after skills in the professional world. The job search for a young person may be difficult if they do not know how best to approach a job interview. We could compare the job search to a ladder: after filling in the CV and sending your application, the next step is to face the selective interview.

The job interview, also known as a selection interview, is a discussion that takes place between the candidate and the recruiter in order to fill a specific job in the company. Not only does the recruiter have the duty to investigate whether the person in front of him/her is the right person for the job, but the candidate intervenes, asks questions, exchanges points of view, and highlights his/her potential. Job interviews are different depending on the position you are applying for, the employer's need, the distance between you and your potential workplace.

The health emergency due to Covid-19 made us aware of the need to digitise many things, affirming the trend that was already taking hold. The way of recruiting has changed a lot in recent years under the pressure of technological innovation with new important trends, like Recruiting 2.0, Digital Recruiting and Social Recruiting.

Let's see specifically what they mean.

Recruiting 2.0 sets out staff selection procedures that take advantage of the potential of the web, to extend the territorial and temporary boundaries of research. The advent of online job advertisements and the ability to apply with one click have represented a great change in the job search. The transformation had already begun for a while, but the first decade of the 21st century saw the consolidation in Italy of this union between Recruiting & Web.



Another way to select staff is Social recruiting.

The term **Social recruiting** refers to different ways of using social media (such as LinkedIn, Facebook, Instagram etc.) and websites (such as blogs, forums and employer branding sites) to search for, attract and hire talent. Social recruiting offers a number of advantages, both for the companies that use this technique and for the candidates; in fact, the world of human resources and, in particular, recruiters, can find out useful information about the candidate, verify skills and values in the Curriculum Vitae, actively search for potential candidates and reduce the time and costs involved in the selection process. On the other hand, candidates can easily search for information about the company, through websites and reviews, but also find a much larger number of job ads than they could find without using the web. In order to assess profiles, recruiters first analyse the CV and then screen the candidate's social channels: LinkedIn above all, followed by Facebook, Instagram and Twitter. The determining factors in this recruitment process are information that is not consistent with the CV, emerging personality traits, presence of discriminatory content, poor network and outdated profile, negative comments about employers, unprofessional photos and content.



Recruiters also particularly appreciate those who take part in discussions on topics related to their professional fields in a constructive manner and are open to dialogue and discussion. Digital recruiting is the new trend in which HR professionals use every possible digital channel to carry out their activities. Digital recruiting has highlighted the relocation of talent, not only with remote working but also with the search for staff far away from the workplace. The first contact with the candidate is also made through platforms where the main contact details are already present and sufficient to involve the candidate in the selection process.



But how does a job interview take place?

Also in this case there are many different types of job interviews. Usually, the recruiter contacts the candidate for a discovery interview: it is used to screen candidates and assess the most suitable professional profiles. The recruiter will try to understand what kind of person you are. If you have passed the discovery interview, it means that you have been evaluated positively by the first examiner, who can often also be a job agency. You will then be contacted for a second interview in which you will be asked different questions than before, discussing the specifics of the job, the tasks to be performed and the salary. Most selections stop at the second interview, if you happen to be called for a third meeting it means that they are looking for a very particular profile. At this stage, you might even meet the top management of the company. Another type of job interview is the group assessment: if the company is looking for a resource to be part of an already structured team, it could conduct group interviews to study the reactions of the candidates in comparison to each other. Leadership skills, but also willingness to work in a team will be assessed.

Some companies prefer to use a **telephone or webcam interview** to optimise the recruitment process. In this case, some precautions should be taken: make sure you make the call or connection in a place where nobody can disturb you, have your CV at hand and remember that the first impression is very important in these cases. A deferred **video interview** is a special type of interview because it involves the recruiter in sending questions to the candidate who, using a dedicated programme must make a video following the track of the questions. In this way, the interview becomes 'deferred' and can also be viewed afterwards by the examiner.



Companies have decided to bring out your pure "I" by using alternative selection tests in which they test your spontaneity. The following is a list of different methods of recruitment that are becoming increasingly popular: some are acquiring a significant presence in the labour market, others are at the experimental stage.

1. "Tell me a story": the interviewer asks you to explain a story – either real or imaginary – relating to leadership capacity, personal initiative or other values that accompany talent and professional excellence. You can show your ingenuity, creativity, capacity for innovation.
2. Role-playing: for a few minutes you will take on the vacant role and have to deal with a series of situations in the role.

3. Coffee and work: the job interview turns into an event or fair. The consultancy or HR agency that usually organises this kind of event brings together personnel recruiters from different companies with candidates for a position in an informal and relaxed atmosphere - ideal for leaving your best side shining.

We can therefore say that the interview modalities in Europe are becoming more and more digital: gamification, video interviews, online personality tests and simulation of work situations through Virtual Reality are the most popular trends in Germany, for example.

The trends that we can, instead, find in Turkey can be summarized in:

1. Globalisation: There are no borders anymore, talents are everywhere. The pool for Human Resources (HR) has grown. However, there are completely different cultures in the pool now. We need to understand those who are not like us, those who were not born in our geography. Globalisation has transformed the world of management, now the era of globalisation of talent begins. We are entering a period where the workforce market is beginning to be defined globally by going beyond the international assignment of a specific group of employees. As talents pursue global opportunities, organisations are able to access global talent with increasing speed and scope.

2. Digitalisation:

We were in the age of the internet and technology, but now we are going to a completely different era. A period with everything being virtual and digital is at our doorstep. The use of computer technologies in HR applications has also increased, as in every field. Almost half of the applications come from mobile sites and mobile applications. On the other hand, thanks to digital job interview platforms such as HR Venue, the video job interview platform, which is an affiliate of job search sites, job interviews are independent of time and place; It is carried out more quickly, economically and easily. The video interview opens a new page on recruitment, giving more candidates a chance.

3. Cognitive assessment-led recruitment:

Cognitive technologies are used in recruitment through digital tools such as natural language processing (NLP), predictive algorithms, and self-learning. For example, these tools allow candidates to be matched with jobs that match their career experience and skills. Application screening systems using artificial intelligence reduce the time allocated for recruitment; it also allows the elimination of human error. Thus, HR will be able to focus more on high value-added jobs that require a human touch. The digital age plays a major role in structuring digital HR processes.

In summary, we can talk about 12 general trends in the recruitment process for 2021:

1. Remote work and learning
2. Diversity, equality and inclusion
3. Employee health and mental health
4. Cloud-based HR
5. Artificial intelligence-focused recruitment
6. Gig (Freelancer) economy
7. Organisational change and transformation
8. Artificial Intelligence and Skill Sets
9. Skills-Based Workforce Planning
10. New Business Models
11. Integrating with Technology
12. New HR Skills



2. Interviewing methods

2.1 Traditional interview job application processes

In Traditional Interviews, the interviewer asks open-ended, general questions. The interviewed candidate shares general information about himself/herself. The interview is not conducted in detail on examples, behaviours and features. With this technique, the performance to be shown at the job can be accurately predicted as only 10%. "How would you behave in case X?" However, since these will be theoretical/hypothetical examples, their validity can be discussed.

2.2 What is a digital interview?

This system, which is called online or digital interview, is a frequently preferred communication method during recruitment or evaluation stages. Being online is based on connecting from your environment and answering questions. The use of online interview technology is met with increasing interest in recruitment processes. Supporting online interviews in recruitment processes, HireVue 93 received a million-dollar investment, demonstrating that digital calls are a solid candidate to replace traditional methods. Providing great convenience for candidates who apply remotely, online interviews also mean maximum efficiency with minimum time and effort for HR experts. In this way, the number of candidates interviewed increases and there is more possibility to reach the desired qualifications. You also have the opportunity to record and share conversations with this system.

2.2.1 Pre-recorded and live

Digital interviews (a type of video interviews with answers to a particular list of questions) are increasingly common to do the right screening in the first round. By recording digital interviews, candidates are not knocked out and human resources can listen to more candidates. It is very important to attract attention in this process where the element develops very rapidly. The staff who examines the video finds the opportunity to compare more easily while listening to the same answers from each candidate, and maybe they can listen to the candidates with whom they are confused, perhaps over and over again. In pre-recorded interviews, you may not be able to find answers to the questions in your mind, while the recruiting person cannot follow the answer they want and direct you.

2.2.2 Automated Phone Interview (IVR)

A long list is created after a pre-selection from the CVs of the applications. A short telephone interview is held with these candidates. The details of the open position are explained again.

The candidates are asked whether they are still interested and their CV information is confirmed. The process is mentioned and the candidates whose pre-interview is positive are informed about the next step. If there is a list of 10-12 candidates, they can be called one by one on the mobile phone.

But what if there are hundreds or even thousands of candidates on the list? No matter how large the calling team is, the idle times spent manually dialing numbers, waiting for calls to be answered are the points that greatly reduce the efficiency of the operation. Managing special situations such as incorrect numbers, candidates' requests to postpone the interview are other problems. Technologies that solve all these problems are now available. With automatic IVR search, it is possible to remind the appointment date in job interviews and confirm whether to come to the appointment or not by clicking on the IVR.

2.2.3 On-demand video interviewing

The solution that eliminates the loss of time and money is "online job interview", that is, "online interview". Online interviews, which are planned on the basis of the suitability of both parties, have recently become one of the most popular HR practices, especially with the pandemic.

2.2.4 Chatbot-based recruitment

Recruitment processes are shaped by artificial intelligence. Companies around the world evaluate candidates who apply for jobs with chatbots. While people continue to fear that artificial intelligence will take their jobs, AI will start employing people. The benefits of the digital age leave their mark on the interview processes. Thanks to artificial intelligence-based evaluation tools, HR experts can take action on the shortlist provided to them instead of evaluating the CVs one by one. Chatbots bring supply and demand together in the most accurate way. A recruitment chatbot is a piece of software that conducts a conversation via auditory or textual methods in order to automate parts of the recruitment workflow. Common tasks that get assigned to a chatbot are collecting applicant information, creating candidate profiles, screening candidates, and scheduling interviews. By using artificial intelligence technology, these bots are able to simulate human conversation for various functions. For human resources, talent acquisition, and recruitment purposes, chatbots often are able to integrate with existing infrastructure to assist with the hiring pipeline. Some of their features include the ability to screen candidates, answer frequently asked questions, onboard new hires, engage existing talent pools, and schedule interviews.

2.2.5 Gamified assessments

Talent test applications, which many companies use at the first stage in the recruitment process, can measure these qualities, but many candidates describe it as a long, boring and stressful experience. The Gamified Talent Test, which supports the aim of human resources both to reach the right candidate and to become a successful employer brand, has become a prominent alternative for organisations with its measurement power and positive candidate experience. You measure candidates' mental skills with the traditional test method that they are accustomed to from academic life; as candidate experience gains importance, it leaves its place to gamified talent tests.

Compared to traditional assessment tools, the gamified talent test collects more data in a shorter time and provides a better recruitment process for both the candidate and the company. While long recruitment processes are perceived as demotivating and tiring for candidates, gamification makes this process more enjoyable and easier.

The Gamified Ability Test, which also supports digital transformation, which is one of the most important issues of the companies in the recent period, can be applied online and mobile, and can also be performed in a camera or surveillance environment if desired.

2.2.6 Screening Interviews

Interviews conducted by companies in their own facilities (onsite) began to turn into remote/online interviews. Some companies were doing online interviews called screening interviews. However, as of the current situation, it seems that almost all of the job interviews will turn into online interviews in this process, and after the virus outbreak, online interviews will increase their popularity gradually. It should be considered that all the important points in the online interview are also valid for screening interviews.

2.2.7 Phone or Web Conference Interviews

A telephone Interview is usually done as a screening interview. It is a meeting held in order to reduce the number of candidates to be invited to a one-on-one meeting. It can also be used as the first interview for candidates who live far from their place of duty. It is also used to reduce travel expenses. Since nonverbal communication/body language cannot be seen, the use of verbal communication elements is very important. Video Conference Interview is a conversation using remote image transmission/video techniques. All the rules of face-to-face interviews are also valid in this form of interviews. Video conference calls have become one of the important tools of the digital transformation process. One of the innovations that the Covid-19 pandemic brought to our lives was the rapid transition from home to work. With online work, a new concept has joined business life: online business interviews with a video conference application. The possibilities for recording or asynchronous interviews are very high by using a video infrastructure customised for the interview. Thanks to asynchronous calls, you

can talk to hundreds of people at the same time. Since all of the videos will be recorded, you can easily rank or eliminate candidates for similar positions where language and general style are important in the final decision before the invitation (Retrieved from URL9). Some of the video conference applications are: Smart Video Interview–HRW, Google Meet, AnyMeetings, Vast Conference, Zoom, Whereby, GotoMeeting.

2.2.8 One-on-One Interviews (traditional or digital)

The interviewer and the candidate meet individually. It is one of the most common types of job interviews. It can be realised in different formats. There are three types of face-to-face conversations:

- **Situational Interviews:** The type of questions asked to candidates: what would you do insituation? This could be a situation they might encounter in the task in question.
- **Presentation Interviews:** Candidates are given a problem or topic to work on in advance. This subject can be given a while before, just before or during the interview. The candidate can be asked to prepare a presentation about this subject.
- **Behavioural Interviews:** The questions to be asked are usually determined in advance and the candidate is always asked about their past experiences. Behaviours demonstrated in the past are always a good indicator of behaviour that may be demonstrated in the future.



2.2.9 Panel Interviews

It is the most preferred interview in the recruitment processes of very large companies or public institutions. In this kind of interview, there is a jury consisting of several people. Human resources companies also include the department manager of the company that will recruit and the experts working in the department in the jury while conducting panel interviews. A panel interview is an extremely stressful and challenging job interview for candidates. The candidate must confront several people simultaneously. Generally, the decision is taken unanimously by the members of the jury.



2.3 Benefits of a digital interview

- You won't waste your money

Digital interviews do not require any transportation, travel nor accommodation expenses.

- A smooth recruiting flow

When it comes to the digital interview, people can be connected to the interview from anywhere. It is also possible to get an interview recording. In this way, you make the completed interview accessible to decision-makers again.

2.4 Challenges of digital interviews

- You may encounter technical difficulties: there is a risk for technical glitches in virtual calls, such as connection problems or no sound.
- Virtual interviews, unfortunately, are not as personal as face-to-face interviews. It is not possible for you to shake hands, or to feel the details that will allow you to sense what is happening under the given image.
- You may be nervous: no matter what type of interview digitally, you can be excited in all circumstances because the recruitment process is a bit tense. Being in front of the camera can make people feel anxious who might not perform as well as in real life.

3. Soft Skills: what employers look for

In order to apply for a job, you have to submit a CV or a resume with a cover letter to present yourself, your experiences and to show which are your skills.

How can you define “skills”?

Skills are the expertise or talent needed in order to do a job or a task. Skills are developed through life and work experiences and they can also be learned through study. There are different types of skills and some may be easier to access for some people than others, based on things like dexterity, physical abilities and intelligence. Skills could be soft or hard.

Hard skills are often associated with a task or activity and are often job-related. Hard skills are teachable abilities or skill sets that are easily measurable. We define hard skills as the technical abilities that fit the job. Normally, you can acquire hard skills in the classroom, in an online course, through books and other materials, or on the job.

They are acquired through formal education and training programmes, including college, apprenticeships, short-term training classes, online courses, and certification programmes, as well as on-the-job training.

Examples of hard skills are:

- Technical skills include specialised knowledge and expertise in fields such as IT, engineering, or science.
- Computer skills, your abilities to use software and hardware
- Analytical skills, the skills of gathering data, analysing it, deciphering the meaning, and presenting it.
- Marketing skills include the general knowledge of sales, advertising, and consumer research, as well as a plethora of highly technical, digital skills required for success in modern-day online marketing.
- Management skills, attributes or abilities that an executive should possess in order to fulfil specific tasks in an organisation.
- Project management skills, guarantee that things get done.
- Language skills, knowledge of several languages.

Soft skills are more general, intangible qualities or attributes, they are non-technical skills that relate to how you work. They include how you interact with colleagues, how you solve problems, and how you manage your work. The development of soft skills improves during our interactions with others and are fundamental to how we build and manage our relationships.

Examples of soft skills are:

- **Communication skills** comprehend the effective and efficient transfer of information.
- **Teamwork** is the ability to build relationships of participation and cooperation with other people.
- **Problem solving** is the ability to solve issues quickly and effectively.
- **Creative thinking** is the ability to consider something in a new way.

What are the most important Job Skills? A study published in the International Journal of Applied Management and Technology revealed soft skills to be of “paramount importance” for the global work environment.



4. The three main clusters: personal-social-methodological

The soft skills were categorised into three clusters: social, methodological and personal (Haselberger et al., 2012).

Personal skills relate to **how you express yourself**. These can be abilities you were born with, your natural talents, or things you develop through experiences.

Social skills also called “interpersonal skills”, are the skills we use to communicate and to interact with other people, both verbally and non-verbally, through gestures or body language. Almost every job requires social skills, for example, if you work in a team, you have to be able to get along with others, if you work with customers, you have to listen to their requests or if you are a manager, you will have to motivate employees.

Methodological skills relate to the concepts of adaptability and autonomy: adapting, being independent, planning, anticipating, problem-solving, quality of work, analysing, critical judgement.

4.1. Soft skills in detail: the most relevant for employers

It is possible to identify the most important skills of each cluster.

Social skills

1) Communication skill is the ability to transmit ideas, information, and opinions clearly and effectively both verbally and in writing while listening and being receptive to the proposals of others. It can be verbal (through verbal exchanges), written (through books, websites, and magazines), visual (using graphs, charts, and maps) or non-verbal (body language, gestures, pitch of voice, and tone). Good communication skills are essential to enable others and yourself to understand information more accurately and quickly. They also can help you to get an interview and to overcome the selection process. Being able to articulate well provides a significant advantage. To do your job effectively, you have to discuss issues, ask for information, interact with others, and have good human relationship skills - all this is part of having good communication skills. They help you understand well and understand the needs of those around you.

Your employer may ask you to assess this skill:

- to send emails that should be clear and concise as possible;
- to prepare a PowerPoint presentation;

- to give a speech during a meeting.

2) Teamwork is the ability to work effectively in an organised group, to build relationships of participation and cooperation with other people. It is about sharing resources and knowledge, harmonising interests and contributing to the achievement of the organisation's objectives. Team work motivates unity at the workplace: close relationships motivate employees in parallel and align them to work more, to cooperate and to be supportive of each other. Teamwork offers greater efficiency and productivity because it allows the workload to be shared, reducing the pressure on individuals. Working in a team also offers great learning opportunities, learning from each other's mistakes or discovering skills, ideas and solutions from other colleagues.

To assess and improve this skill, your employer may:

- organise team building events (a set of recreational, training and/or experiential activities aimed at fostering communication and fellowship between team members and improving the overall performance of the group towards a goal).

3) Leadership is the ability to motivate and guide others to get them to contribute effectively and adequately to the attainment of the objectives. Leadership means creating and planning, protecting resources and looking for and improving mistakes. Leadership is about motivating and inspiring people to work together and cooperate to achieve a certain goal. A leader is therefore not only the one who holds a position of authority, but the one who motivates and inspires others, takes initiative, shows interest and pursues goals.

To assess this skill, your employer may ask you to lead a group of employees in achieving a goal, motivating and guiding them.

4) Flexibility and willingness to change: adaptability is necessary, because change is constant and inevitable. They relate to one's own ability and willingness to respond and adapt to changes by balancing one's basic beliefs with the appropriate reaction to change.

To assess your flexibility and willingness to change, you may be asked to work on weekends or in shifts or to change teams.

Personal skills

1) Creative and innovative mindset is the ability to contribute with new ideas that help to improve products or services of an organisation as well as the activities carried out at the workplace, with the aim of responding to needs of the organisation in terms of its evolution. Creativity and innovation are increasingly important attributes in the market, both for a large organisation and for a freelance professional who is starting his business. It is the use of new ideas to achieve better quality results in a more efficient way. When many people think of

creativity, they think of artists, graphic designers, writers, painters, etc. But that is not what being creative means, because creativity does not only mean art.

“Software companies don't just want someone who can write code, they want someone who can dream up new softwares to fix old problems. Companies don't want business analysts who just crunch numbers; they want analysts who can think of creative solutions based on what the numbers are telling them”

To assess creativity, your employer may ask you to create a poster for a company event (tools such as [Canva](#) may help) or to participate in a brainstorming session to collect new ideas.

Methodological skills

1) Organisational skills: they refer to being able to prioritise tasks, maximise efficiency and maintain the structure during a working day or the duration of a project. Discipline, cognitive flexibility and memory are key to being a strong organiser. With a strong organisational capacity, deadlines are never a matter of concern, but only another factor in determining which tasks are performed first.

You can use some tools to be more organised, for example:

- [Google Calendar](#)
- [Tasks](#)
- [Evernote](#)
- [Google Keep](#)
- [Todoist](#)

2) Decision-making is the ability to make the decisions needed to achieve quickly and proactively objectives. Decision-making uses the relevant information to help choose the best alternative easier (by consulting the most appropriate sources, checking and implementing that alternative) and involves possibly assuming some risks in conditions of uncertainty.

To take a decision you could follow these 7 steps:

- 1) *Identify the decision* → Circumscribe the problem to be solved or the question to be answered.
- 2) *Get relevant information* → Either from internal sources (evaluations of your company's experiences) or from external sources (studies, market research, consultancy).
- 3) *Look for alternatives* → There are usually several ways to achieve a goal: consider them all.
- 4) *Proceed with the evaluation* → Weigh up the pros and cons of each alternative.
- 5) *Choose the best alternative* → Identify the most promising route based on the knowledge you have gathered. This is the heart of the process, the moment when you make the decision.
- 6) *Act* → Plan how to make your decision effective. Calculate the timeframe and make sure you have the cooperation of all the necessary professionals.

7) Review the decision → Reflect frankly on your decision: did you achieve your goal effectively? Take note of what worked and any mistakes you made. It will help you in future decisions

3) Management skills: they refer to the ability to set objectives and priorities by selecting and distributing tasks and resources, follow the progress in the achievement of these objectives and acting on any deviation from the initial plan that may occur.

4) Analytical skills are the traits and abilities that allow you to observe, research and interpret a subject in order to develop complex ideas and solutions.

5) Entrepreneurial Mindset requires a special focus because it is a mix of social and methodological skills. The term Entrepreneurship Mindset is defined, by Alain Fayolle in the Financial Times, as a specific state of mind which orientates human conduct towards entrepreneurial activities and outcomes. Fayolle further states that individuals with Entrepreneurial Mindsets are often drawn to opportunities, innovations and new value creation.

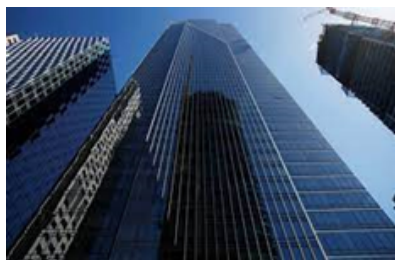
5. Competence matrix

A competency matrix, or skills matrix, is a tool you use to define and visualise your employees' skills at hand, as well as required and desired competencies.

Researches show that competency-based applications give much more efficient, more objective and more valid results than traditional methods.

The concept of competence is the whole of the distinguishing features in the person that tries to distinguish between mediocre performance and excellent performance. With these features, the concept of competence focuses on the superior aspects and differences of the existing knowledge, skills and attitudes of the person. The aim is to bring these knowledge, skills and attitudes to maximum performance.

These are observable behavioural dimensions that include knowledge, skills, attitudes and behaviours, as well as various abilities related to teams, institutions and processes, leading to high performance and providing a sustainable competitive advantage to the organization. Some of the competencies that companies look for in candidates in general and the behaviours they expect them to show are:



- Entrepreneurship
- Be creative
- Analytical Thinking
- Being Proactive
- Commitment to Corporate Values
- Flexibility, Adaptability
- Oral / Written / Strategic Analysis



- Being Success-Oriented
- Consistency and Reliability
- Being Customer Focused
- Paying Attention to Details in Speaking and Writing
- Don't give
- Energy
- Effects



- Risk Taking
- Stability
- Delegation Responsibility
- Development Techniques
- Hardware Usage
- Flexibility
- Independent Working Skills



- Contact
- Teamwork
- Coaching
- Tendency to teamwork (ability to work together)
- Analysing and making decisions

There have been various concepts prominent in competence definitions. These are knowledge, skills, behaviour and values. In general, competence is defined as a whole of the knowledge, skills and personal characteristics that an individual must have in order to show high performance in a particular job. Competence can also be understood as the behavioural areas that employees need or must gain in order to achieve high performance. From this point of view, it also differs from the concept of competence, which expresses the minimum standards that employees should have (for example, being a university graduate, having minimum... work experience, knowing a foreign language, being able to use computer programs). However, it can be said that there are certain common points in all different competence definitions.

These are:

- 1. Knowledge:** In order to be competent on a subject, it is necessary to have the necessary training and knowledge about the subject.
- 2. Skill:** In order to be competent on a subject, it is necessary to have natural or acquired ability related to that subject.
- 3. Attitude:** In order to be competent on a subject, it is necessary to have knowledge and skills about that subject as well as to carry these values into the behavioural dimension and to concretise.
- 4. Observable Behavior:** In order to evaluate the competence, it is essential to transform it into observable behaviours.
- 5. Superior Performance:** The results that will occur as a result of using the competencies should be higher than the average values and performance.

You can find here below a sample Competency Model

Competency Matrix Example

Major Group	Main Competency	Behavior Indicator
Institutional Competencies	<ul style="list-style-type: none"> - Internal Communication - Team work 	<ul style="list-style-type: none"> - Expresses his/her views and thoughts clearly and effectively in oral and written form. - Works in harmony with both its own team and other teams.
Professional Competencies	<ul style="list-style-type: none"> - Relationship Management - Project Development 	<ul style="list-style-type: none"> - Superior subordinate relationship - Develop new projects
Functional Competencies	<ul style="list-style-type: none"> - Developing Your subordinates - Being a Model 	<ul style="list-style-type: none"> - Knows the staff and makes an effort for their development - As a manager, the models those around him.
Administrative Competencies	<ul style="list-style-type: none"> Resource Usage - Administrative Responsibilities 	<ul style="list-style-type: none"> - Uses the resources of the institution in place and economically.
Open Ended Questions	<ul style="list-style-type: none"> - 3 Strengths - 3 weaknesses 	

Competency Types

Competencies are classified in different groups by various authors and scientists. David McClelland identified 20 competencies under six headings as a result of his studies.

Assistance and Service Competencies: Empathy, customer focus.

Impact competencies: Impact and influence competence, organisational sensitivity, competence to establish relationships.

Managerial competencies: Developing others, directing, teamwork and cooperation, team leadership.

Appropriate thinking and problem-solving competencies: Analytical thinking, conceptual thinking, technical expertise and informative effort competence.

Personal activity competencies: Controlling, self-confidence, commitment to the organization, flexibility.

Personal competencies are also divided into two among themselves. These are:

1. External Factors: The job itself, the complexity of the job, the physical environment of the job, the social environment of the job.
2. Internal Factors: Ability understanding, general health status, personality traits, mood.



Competency Types in table

Basic Competencies	Managerial Competencies	Functional Competencies
Being open to learn	Analytical thinking	Business knowledge
Information sharing	Planning and organising	Process information
Communication skills	Decision making	Negotiation skills
Solution-oriented	Using initiative	Versatile skill use
Efficient use of resources	Delegation of authority	Daintiness
Teamwork	Coaching skills	Project management
Corporate awareness	Profit and cost focus	Analysis and reporting
Customer focus	Creativity and innovation	Representation ability
Changing and improving	Managing success correctly	Complying with occupational safety rules
Being aware of responsibility	Taking responsibility	
	Human relationship	
	Managing all resources	



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