Contextualised Competency Mapping (CCM)

Competency Requirements of the Position

POSITION ANALYSED	Sample Director
POSITION DESCRIPTION	Sample
COMPANY	Sample Offer
CCM ASSESSMENT DATE	07 May 2025
ASSESSORS	Alex Sample

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Introduction

The CCM

The Contextualised Competency Mapping (CCM) technique is an online questionnaire-based job analysis system which allows job experts (the assessor) to clarify the work-related competency requirements of a position/job/role.

The CCM not only assesses job competency requirements, but the performance and psychological characteristics of a person or team can be linked to the role requirements.

A number of CCM reports are available for each position analysed, including:

- Competency Requirements of the Position
- Cognitive Person–Role Matching Report
- Cognitive Team–Role Matching Report
- 360 Degree Person-Role Matching Report
- Organisational Mapping Report, the Cognitive Diversity Heatmap & the Cultural Diversity Heatmap

About this report

The **Competency Requirements of the Position** reflects the views of job experts who assessed the job-related cognitive and competency requirements of the role.

The various CCM reports can, as part of a holistic assessment battery, be used for the purposes of:

- the clarification of work-related competency requirements
- the anchoring and contextualisation of competency assessment results
- talent auditing
- job and organisational structuring
- selection and placement

Disclaimer:
This report was generated electronically by the Cognadev CCM Expert System. The use of the results is limited to accredited practitioners who have received specialist training by Cognadev in the use and application of the CCM. Due consideration should be given to the subjective nature of the interpretation and application of the results. Cognadev accepts no liability, of any kind, for the consequences of the use of this report.

Description of assessor

Assessor

The following assessor evaluated the SST / RO work environment and the cognitive competency requirements of the position.

Name of Assessor	Sample, A
Job Title	Other
Company	Cognadev IT
Relation to position	Colleague Manager

Item analysis

The following table indicates the cumulative weights or percentage of scores that were allocated by the assessor to the items reflecting various levels of work complexity, namely the Pure Operational, Diagnostic Accumulation, Tactical Strategy, Parallel Processing and Pure Strategic environments. The highest score allocations per item are highlighted in blue.

Section	Items	Distribution of scores				
		Operational	Diagnostic	Tactical	Parallel	Strategic
A **Generic description of work**	1. Nature of work	-	67	33	-	-
	2. Focus	-	33	67	-	-
	3. Role	-	-	100	-	-
	4. Responsibility	-	100	-	-	-
	5. Goals	-	-	100	-	-
	6. Time frame	-	33	67	-	-
B **Specific work-related functions**	1. Performance criteria	-	33	67	-	-
	2. Subject matter	-	100	-	-	-
	3. Contents dealt with	-	67	33	-	-
	4. Knowledge and experience	-	33	67	-	-
	5. Language	-	100	-	-	-
	6. Management	-	67	33	-	-
	7. Problems	-	-	100	-	-
	8. Guidance	-	-	100	-	-
	9. Decision making	-	-	67	33	-
	10. Actions	-	33	67	-	-
	11. Innovation	-	67	33	-	-
	12. Personal orientation	-	100	-	-	-
C **Processing requirements**	1. Exploration	100	-	-	-	-
	2. Analysis	-	100	-	-	-
	3. Structuring	-	-	100	-	-
	4. Integration	-	100	-	-	-
	5. Logical reasoning	-	-	100	-	-
	6. Conceptualisation and verbalisation	-	100	-	-	-
	7. Memory	-	100	-	-	-
	8. Self-awareness	-	-	100	-	-
	9. Learning	-	100	-	-	-

Current complexity of work requirements of the position

Based on the weights allocated by the assessor to the various SST / RO levels of work, the Sample Director role largely involves the following:

Diagnostic Accumulation work

- Technical-specialist and / or supervisory work
- Situational problem-solving
- Understand service needs
- Understand technicalities
- Focus on causes, effects and symptoms
- Diagnose and prevent problems
- Initiate solutions within parameters, services

A Diagnostic Accumulation work environment can be described as follows:

Type of work

- It involves being familiar with and supervising direct operating tasks and supporting those who perform them
- Keeps operational work running smoothly
- Includes first-line management, involving direct face-to-face leadership
- Can be a technical specialist
- Mostly requires tertiary education
- Does not necessarily have clear-cut goals and outcomes

Ways of working

- Accumulates practical knowledge and data in a particular field
- Uses practical knowledge, together with technical / guidelines, to diagnose problems
- Comes up with solutions and acts to solve the problem
- Handles ambiguity by either-or or linear-causal reasoning
- Classifies and sorts information using relatively fixed rules of thumb

Information used

- Concrete, theoretical and specialised
- Clear and linear procedures
- Relatively stable contexts

Outputs / achievements

- Allows scope for different problem-solving approaches
- Outputs partly specified, but need some interpretation
- Largely situational / contextual

Judgement

- Based on how the rules may be applied in a given situation
- Relies on a clear and specialised knowledge base

Language used

- Focuses on objects, methods and outcomes

Learning

- Practical application and refinement of technical knowledge base

Time frame

- Ranges from three months to one year for the most complex task

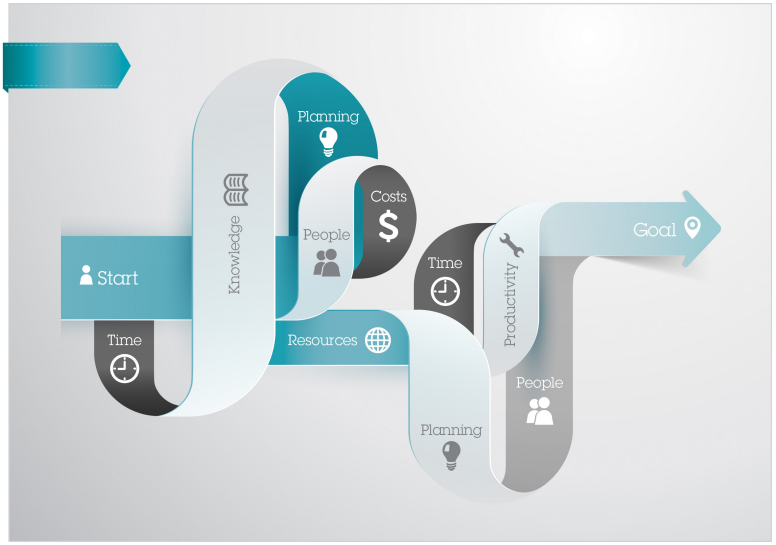
Examples

- First-line supervisor
- First level technical specialist or professional
- Teaching, training, direct sales, rule-based programming / technical work

Potential complexity of work requirements of the position

Based on the weights allocated by the assessors to the various SST / RO levels of work, the Sample Director role largely involves the following:

Tactical Strategy / Alternative Paths work



- Optimising systems efficiencies
- Formulate functional strategy
- Benchmarking
- Goal achievement of a functional unit
- Create alternative strategic paths
- Evaluate and implement systems
- Planning and resource allocation
- Follow theoretical guidelines
- Project management
- Professional work

A Tactical Strategy / Alternative Paths work environment can be described as follows:

Type of work

- Works with a whole operating system or functional unit

Ways of working

- Optimises the goal achievement of the functional unit using various tactics
- Uses specialised knowledge of operational work and incorporates theory and experience
- Finds best practice solutions to problems
- Makes the best use of all available resources (human, material and financial)
- Evaluates systems and practices and implements new systems
- Professional practice

Information used

- Complex, concrete and abstract
- Meaningful wholes, systems, plans, budgets and networks
- Ambiguous goals and outcomes
- Relatively stable contexts

Outputs / achievements

- Ambiguous and are judged in terms of operating efficiencies
- Cannot be predicted linearly but must be extrapolated from the principles of systems functioning

Judgement

- Relates to planning and implementation to optimise resources

Language used

- Focuses on the symbolic (consumables, equipment and resources)

Learning

- Hypothesising, implementation and continuous evaluation of theoretical and practical knowledge

Time frame

- Ranges from one year to three years for the most complex tasks

Examples

- First level of organisational improvement
- Management of operating systems (divisional, middle, senior or general manager)
- Professionals and specialists operating independently

Notes: On the generated level of work complexity of the position as calculated by the CCM report.

Should the position clearly reflect a single level of work complexity, only one work environment is reported on here. However, the position may reflect both a Current and a Potential level of work complexity.

Processing competencies

Given the complexity requirements of the Diagnostic Accumulation work environment, the following cognitive competencies can be expected to optimise job functioning. The top four processing skills as identified by the assessor are reported on first, followed by the rest in no particular order. It should be pointed out that although cognitive capability may be a prerequisite for optimal job functioning, many other factors may also be involved.

Diagnostic Accumulation competencies

The top four ranked cognitive competency requirements of the position include:

Processing Competency	Description in terms of the Sample Director role
Structuring	• organise, cluster, define, summarise, polarise, categorise, diagnose and label problems and solutions • constructing a mental mind-map within a specialist area • understand and apply a specialised knowledge base • categorise symptoms and causes and sequence events • meaningfully interpret and understand underlying factors and causes
Logical reasoning	• reasoning and backward reasoning to identify underlying causes • tendency to look for logical evidence • verify arguments about the effectiveness of solutions • extrapolation to predict further possible problems
Self-awareness and Metacognition	• monitor own tempo, control own pace • apply a goal- and task-orientated approach • plan and monitor own thinking processes (exploration, planning, structuring) • criterion-based evaluation of the effectiveness of own conclusions • awareness of own assumptions (e.g. regarding causality) • judging the appropriateness of rules and methods • prediction: trouble shooting and problem seeking
Analysis	• differentiate between the subcomponents • apply a systematic, step-by-step approach • a preference and need for detail and precision • the tendency to compare elements spontaneously • compare real life manifestations to diagnostic categories • a tendency to link and identify relationships and class membership • an interest in facts, technicalities, tangible reality, how things work

Additional processing skills required by the position:

Processing Competency	Description in terms of the Sample Director role
Memory	• keep track of many operational aspects simultaneously • remember specialised technical knowledge base • automate and memorise experience • interested in and motivated by the task material
Learning	• continuous improvement of own technical understanding and skill • interest and exploration of the knowledge base and task requirements • openness to new possibilities and apply an experimental approach • learn via close involvement with work, observation and reflection • using feedback to improve own knowledge and skill

Depending on the role the following processing characteristics may also be important to optimise job functioning:

Processing Tendencies	Description in terms of Diagnostic Accumulation
General Response style	• pace control to avoid impulsivity or over cautiousness • readiness to act • application of an active rather than passive approach • rapid, timely implementation of insights • an aware and reflective approach
Flexibility	• open-minded exploration of possible causes • formulate various hypotheses via trouble shooting to predict problems • creative generation of various technical solutions • readiness to adjust and change own approach • flexibility and openness to operational alternatives

Job-specific competencies

Behavioural competencies involve a combination of knowledge, experience and psychological factors. These involve a combination of knowledge, experience and psychological factors that are associated with effective work performance. The identification of job-related competencies is useful for purposes of anchoring various HR functions aimed to drive and support business success such as selection, placement, performance appraisal, development, succession and promotion. It is particularly useful in describing role requirements and in guiding individual performance expectations.

The job assessor(s) have selected the following 8 to 12 most relevant job-related competencies required for optimal job performance in the role of the Sample Director position.

Core Competency requirements for the Sample Director position:

Organisational awareness	Organisational understanding rooted in knowledge and experience of its value proposition, vision and mission, business processes and structures, products, services, markets, stakeholders and values.
Analytical Approach	A detailed, precise, systematic, consequential, linear-causal and technically correct approach by capitalising on previously acquired knowledge and experience to solve problems.
Judgement and decision-making	The capability to identify, clarify, prioritise and contextualise vague issues to inform decisions in complex and unfamiliar contexts. Also, the trust one has in these decisions.
Logical problem-solving	Understanding that is based on the consideration of several interrelated, unfamiliar, vague and abstract elements. Logical reasoning dealing with a specific level of complexity..
Flexibility and resilience	Open-mindedness, optimism and willingness to consider or generate alternative options, learn from mistakes and adapt to changing circumstances. It is associated with being accepting, creative and innovative.
Project and programme management	Pursuing excellent execution of work-related goals through planning, structuring, resource allocation, communication, delegation, coordination, monitoring, motivation and feedback.
Results orientation	Action orientation and commitment to productivity, goal achievement and value creation by capitalising on diverse behavioural skills: effective planning, organisation, and effective execution.
Networking and relationship building	Connecting with others (personally and online), showing a genuine interest in their lives, putting them at ease, showing interpersonal warmth and tact, diplomacy, professionalism, open-mindedness and recognising achievements.
Collaboration	Working together and combining efforts to achieve shared goals. A tendency to deal with other people in a cooperative manner by communicating and sharing knowledge.
Inspiration and persuasion	The capacity to influence and energise others via authority, confidence, clarity, focus, personal substance, centeredness, resilience, appeal, credibility and power to commit to goals.
Performance management	Ensuring that organisational goals are effectively, efficiently and consistently achieved by those responsible through the identification and implementation of measureable performance criteria so that strategic objectives can be obtained.
Drive and energy	The strength, vitality, motivation and goal-direction to sustain vigorous mental and physical activity. This is usually action-orientated and focused on goal-achievement.

Knowledge and Skill

The following areas of job-related knowledge and skills were identified by the job assessor as crucial for optimal job performance. The required degree of expertise was also rated on a 5-point scale where a 1 indicates superficial knowledge and / or skill and a 5 indicates in-depth technical understanding and / or skill in application.

Areas / Disciplines	Job requirements (knowledge, skill or both)	Degree required
Economics	Both	3
Financial	Knowledge	3
Marketing	Skills	4
Legal	Both	5
Business Management	Knowledge	2

Derailers

Inadequate functioning on any of these performance areas may inhibit / derail effectiveness in the position of Sample Director.

Derailers identified in the position of Sample Director.
Experience and skills
Management capability
Cognition: integrative, holistic orientation
Resilience

Final comments

The CCM is a job analysis system aimed at identifying work-related competency requirements. It was developed and is distributed by Cognadev IRL.

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